

Message

From: Sanders, Amy [Sanders.Amy@epa.gov]
Sent: 3/30/2017 8:08:30 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
CC: Newton, Cheryl [Newton.Cheryl@epa.gov]; Helm, Arron [Helm.Arron@epa.gov]
Subject: VERA guide language

Donna,

This is the language I mentioned to Arron earlier in the week from the VERA guide-I was surprised to see this language, as I didn't remember it from the first VERA/VSIP. It seems applicable.

"The use of VERA is an option for increasing voluntary attrition in agencies that are undergoing substantial organizational change (e.g., reduction in force, reorganization, reshaping, delayering). Besides providing an incentive for employees to voluntarily retire or resign to avoid potential reduction in force actions, **the agency may also offer VERA to employees in safe positions that could then provide placement opportunities for employees occupying surplus positions.**"

"9. Basis for OPM Approval of VERA Request

OPM may approve an agency's VERA request if OPM determines that the agency (or a component) meets the following conditions:

- (1) The agency is undergoing substantial delayering, reorganization, **reduction in force**, transfer of function, or other workforce restructuring; and
- (2) A significant percentage of the agency's employees are likely to be involuntarily separated or demoted because of one or more of the reasons in (i) above, or the agency has identified employees in positions that are becoming surplus or excess to the agency's future ability to effectively carry out its mission."

Given this language, I'm wondering at what point can we use a potential reduction in force (or RIF avoidance) as the VERA/VSIP justification, so that we can presumably identify "safe" and "not safe" positions and presumably cast a wider net in a VERA/VSIP justification, without greater difficulties post VERA/VSIP. Our packages could be fairly standard and just exclude a few key positions, include the rest, identify max numbers of offers at grade levels (or occupational series if it makes sense), and then indicate what our post VERA/VSIP safe positions would be that people would be reassigned and re-trained into.

Without this flexibility, we face a difficult challenge of maintaining positions in areas where budgets may only reduce slightly, while encouraging enough people, overall, to take a VERA/VSIP to avoid RIFs (and still reduce the number of FTEs that may be needed).

Thanks,

Amy Sanders
Acting, Assistant Regional Administrator

U.S. EPA, Region 5
Resources Management Division
77 W Jackson Blvd
Chicago, IL 60604
Email: sanders.amy@epa.gov
Office: (312) 353-9196
Office Fax: (312) 353-1517

To: Vizian, Donna[Vizian.Donna@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Hull, George[Hull.George@epa.gov]; Reeder, John[Reeder.John@epa.gov]
From: Sowell, Sarah
Sent: Tue 6/20/2017 3:43:58 PM
Subject: RE: VERA/VSIP Message

Hi Donna,

Sorry for the delay. Yes – we can get this out at 2 p.m. today.

One correction we're making that I'd like to bring to your attention --

Ex. 5 - Deliberative Process

Sarah

Sarah N. Sowell, Director, Office of Internal Communications

Office of Public Affairs

*U.S. Environmental Protection Agency / OPA/OIC
William Jefferson Clinton Bldg/North, Room 2502-L / MC 1701-A
1200 Pennsylvania Avenue, NW
Washington, DC 20460*

Tel: 202-564-0145 // Cell:

Ex. 6

From: Vizian, Donna
Sent: Tuesday, June 20, 2017 11:37 AM
To: Flynn, Mike <Flynn.Mike@epa.gov>
Cc: Hull, George <Hull.George@epa.gov>; Sowell, Sarah <Sowell.Sarah@epa.gov>; Reeder, John <Reeder.John@epa.gov>
Subject: Re: VERA/VSIP Message

PleaE confirm the 2pm time. It is really important I know by noon.

On Jun 20, 2017, at 11:34 AM, Flynn, Mike <Flynn.Mike@epa.gov> wrote:

George,

Ex. 5 - Deliberative Process

Mike Flynn

Acting Deputy Administrator

U.S. Environmental Protection Agency

202-564-4711

From: Hull, George
Sent: Tuesday, June 20, 2017 11:25 AM
To: Flynn, Mike <Flynn.Mike@epa.gov>
Cc: Sowell, Sarah <Sowell.Sarah@epa.gov>; Reeder, John <Reeder.John@epa.gov>
Subject: VERA/VSIP Message

Mike,

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

George

From: Sowell, Sarah

Sent: Tuesday, June 20, 2017 10:35 AM

To: Hull, George <Hull.George@epa.gov>

Subject: VERA/VSIP -- What is the new information we're trying to communicate?

PROPOSED VERA/VSIP MESSAGE TO BE SENT OUT TODAY (DRAFT):

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Sarah N. Sowell, Director, Office of Internal Communications

Office of Public Affairs

*U.S. Environmental Protection Agency / OPA/OIC
William Jefferson Clinton Bldg/North, Room 2502-L / MC 1701-A
1200 Pennsylvania Avenue, NW
Washington, DC 20460*

*Tel: 202-564-0145 // Cell: **Ex. 6 - Personal Privacy***

Message

From: Greaves, Holly [greaves.holly@epa.gov]
Sent: 3/21/2017 1:50:18 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: one pager on VERA/VSIP

Hi Donna,

I would like to get this to Ryan this morning, if possible. I think we have most of the details – just in various documents. I'm happy to pull this together if you can send me soft copies of a few things you previously provided in hard copy. The one pager should include:

Ex. 5 - Deliberative Process

Thanks!

Holly

To: Vizian, Donna[Vizian.Donna@epa.gov]
From: Flynn, Mike
Sent: Wed 7/19/2017 10:26:57 PM
Subject: RE: OLEM V/V Business Case

Thanks for getting this done!

Mike Flynn

Acting Deputy Administrator

U.S. Environmental Protection Agency

202-564-4711

From: Vizian, Donna
Sent: Wednesday, July 19, 2017 5:57 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Greaves, Holly <greaves.holly@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Subject: OLEM V/V Business Case

Ryan,

Here is a brief summary from OLEM of its V/V Package: The majority of the positions in the OLEM package are in non-superfund programs such as RCRA (e.g. waste minimization, materials management, recycling), brownfields, and OUST (e.g., LUST prevention, LUST Corrective Action). In addition, there was an office-wide focus on bringing efficiency to all areas, including program support areas. This package does not interfere with accomplishing the Administrator's priority for accelerating superfund cleanups.

Here is the full business case that was provided it OLEM's submission:

. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields

redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization.

Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

-

Table A – Direct Costs for VERA/VSIP

94 of Targeted Positions for VSIP x \$25,000 \$2,350,000

(94 offers)

Annual Leave Pay Out for 94 of Targeted \$1,335,597

Positions for VERA, Optional Retirement or
Resignation {Hourly rate based on the
average grade and step of the targeted pool
x 240 x 94 of Targeted Positions}

(Assumptions: 94 offers at an hourly rate of
a GS-13/5 (DC locality) + 15% benefit [does
not include health benefits])

Total Maximum Direct Costs \$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019

(assumptions list below)

	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)

B: '18 & '19 \$0 as per instructions

C: '18 & '19 \$0 as per instructions

D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)

E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year

'19 assumes all 94 are on board for full year (other assumptions the same)

F: '18 & '19 applies formula

G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)

H: '18 & '19 assumes 94 offers leave at \$7000/offer

I: '18 assumes 94 new hires at ½ year at \$7000/hire

'19 assumes 94 new hires at full year at \$7000/hire

J: '18 & '19 applies formula

Total savings = formula

Pay as a Percentage of Total Budget

Year	Total	Pay	%Pay	FTE
2012 Enacted	\$8,449,385	\$2,268,537	26.8%	16,716.3
2014 Enacted	\$8,200,000	\$2,209,778	26.9%	15,198.4
2016 Enacted	\$8,139,887	\$2,247,308	27.6%	15,031.3
2018 PB	\$5,655,000	\$1,821,443	32.2%	10,932.0

Dollars in thousands

FTE excludes reimbursable and fee

FY 2018 FTE excludes 615.6 reimbursable and fee

funded FTE for a total of 11,547.6.

FY 2018 President's Budget payroll as of 3/24/2017

Message

From: Flynn, Mike [Flynn.Mike@epa.gov]
Sent: 6/3/2017 3:16:54 AM
To: Conomos, Margaret [Conomos.Margaret@epa.gov]
Subject: Re: Agency's Workforce Shaping through Voluntary Early Retirement and Separation Incentive Payment Authorities (VERA/VSIP): Please extend the date to December 31, 2017

Hi Margaret,
Good to hear from you - hope you are doing well.

In response to your question, key to this V/V is completing it this fiscal year when we have funding available, and so it can help us prepare for FY18. We understand that a later date (e.g., Dec 2017) may be better for some, but we have a number of constraints in moving the date further out.

We'll do our best to keep everyone informed as we move forward.

Take care, Mike

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

On Jun 1, 2017, at 3:47 PM, Conomos, Margaret <Conomos.Margaret@epa.gov> wrote:

Hi Mike,

I hope this note finds you doing well.

I have a request for your consideration of EPA's agency-wide VERA/VSIP business case to OPM/OMB for approval later in June.

Would you allow people at EPA who accept a VERA/VSIP to leave EPA by December 31, 2017? Among the factors for this request is that it will help the FERS EPA people who will depend on Social Security. I also recall during prior VERA/VSIPs, some people were able to extend the leave date by a few months for a variety of reasons.

Thank you for your consideration of this request.

All the best in our shared commitment to EPA's mission and public service.

Margaret

Margaret G. Conomos, M.P.H.
Communications and Outreach Branch
Toxics Release Inventory Program Division
Office of Pollution Prevention and Toxics
Office of Chemical Safety and Pollution Prevention
U.S. Environmental Protection Agency
202-566-0617

From: MassMailer

Sent: Thursday, June 01, 2017 3:20 PM

To: MassMailer <massmailer@epa.gov>

Subject: Agency's Workforce Shaping through Voluntary Early Retirement and Separation Incentive Payment Authorities (VERA/VSIP)

<image001.jpg>

SUBJECT: Agency's Workforce Shaping through Voluntary Early Retirement and Separation Incentive Payment Authorities (VERA/VSIP)

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

Dear Colleagues,

In my April 17, 2017 memo to EPA senior management, I announced that we were beginning steps to initiate an early out/buyout program with a goal to complete the program by the end of September 2017. I wanted to give you an update on the current status and upcoming steps on the program.

Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment Authority (VSIP), often referred to as early outs and buy outs, can help us realign our workforce to meet changing mission requirements and move toward new models of work. The authority encourages voluntary separations and helps the Agency complete workforce restructuring with minimal disruption to the workforce.

Current Status

The Agency has begun a workforce reshaping effort in which headquarters and regional offices are reviewing their current organizations and analyzing where they can achieve efficiencies. As a result of these analyses, the Agency is planning to use VERA/VSIP where it makes sense and where it is aligned with these efficiencies. We will be working with the Agency's labor unions as we go through the VERA/VSIP process.

Headquarters and regional offices currently are working on VERA/VSIP business cases for their respective organizations. Our Office of Human Resources staff will review and consolidate these business cases into one agency-wide business case which will be submitted to the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) for approval.

In developing our VERA/VSIP business case, we are considering multiple factors including increasing supervisor to staff ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions, programmatic and STEM priorities, and consolidating and streamlining programs and functions. Details on the selection criteria for employees in the pool are still being worked out.

Next Steps

We plan to submit our agency-wide VERA/VSIP business case to OPM/OMB for approval later in June, and will work closely with OPM/OMB to help expedite the review process. We will provide you information on what positions will be included in the VERA/VSIP program as soon as possible, likely sometime in July. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the Agency by early September 2017.

Please look for additional VERA/VSIP information from your organization's senior leadership soon. In the interim, I have provided you with some helpful links below.

Many thanks for your continued commitment to EPA's mission and public service. I am very proud to work alongside you.

OPM' S VERA/VSIP links:

<http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/>

<http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/>

EPA's VERA/VSIP link: <http://> **Ex. 6 - Personal Privacy**

To: Vizian, Donna[Vizian.Donna@epa.gov]; Helm, Arron[Helm.Arron@epa.gov]
From: Smith, Kathryn
Sent: Mon 4/17/2017 8:31:01 PM
Subject: RE: Probationary Employees

You're very welcome, please let me know if I can provide any additional assistance.

Sincerely,

Kathryn

Kathryn Smith

Labor and Employee Relations Specialist

U.S. Environmental Protection Agency

Office: (919) 541-4216

Cell: **Ex. 6 - Personal Privacy**

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From: Vizian, Donna
Sent: Monday, April 17, 2017 4:30 PM
To: Smith, Kathryn <Smith.Kathryn@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>
Subject: RE: Probationary Employees

Perfect. Thank you

From: Smith, Kathryn

Sent: Monday, April 17, 2017 4:01 PM

To: Vizian, Donna <Vizian.Donna@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>

Subject: RE: Probationary Employees

Hi Donna,

That makes sense, I would recommend the following slight edit for additional clarity.

Hi Ryan, last week you asked about the Agency's ability to release new employees that are within the one year probationary period.

The following is from the regulation that covers Title 5 (civil service employees):

§ 315.803 Agency action during probationary period (general).

(a) The agency shall utilize the probationary period as fully as possible to determine the fitness of the employee and shall terminate his services during this period if he fails to demonstrate fully his qualifications for continued employment.

(b) Termination of an individual serving a probationary period must be taken in accordance with subpart D of part 752 of this chapter if the individual has completed one year of current continuous service under other than a temporary appointment limited to 1 year or less and is not otherwise excluded by the provisions of that subpart.

These regulations speak to removal based on qualifications or fitness for the job only. Reductions due to budgetary reasons of competitive service probationary period employees (Career Conditional) would be subject to RIF procedures, as required in the section below. These employees would generally be the second category after non-permanent/non-status employees.

§ 351 Reduction In Force

5 CFR 351.201 (a)(2) *Each agency shall follow this part when it releases a competing employee from his or her competitive level by furlough for more than 30 days, separation, demotion, or reassignment requiring displacement, when the release is required because of lack of work; shortage of funds; insufficient personnel ceiling; reorganization; the exercise of reemployment rights or restoration rights; or reclassification of an employee's position due to erosion of duties when such action will take effect after an agency has formally announced a reduction in force in the employee's competitive area and when the reduction in force will take effect within 180 days.*

Something to note: employees terminated during the probationary period have limited appeal rights to the MSPB. They may appeal to the Board if they believe their termination was based on (a) partisan political reasons, or (b) marital status. They may also appeal the termination based on discrimination because of race, color, religion, sex, national origin, age, or physical or mental disability, but only if the allegation of such discrimination is raised in addition to (a) or (b) mentioned above.

Sincerely,

Kathryn

Kathryn Smith

Labor and Employee Relations Specialist

U.S. Environmental Protection Agency

Office: (919) 541-4216

Cell **Ex. 6 - Personal Privacy**

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to do so is strictly prohibited and may be unlawful. If you receive this email by mistake, please advise the sender immediately and delete it. "Information in this message may be subject to the Privacy Act (5 USC 552a) and should be treated accordingly."

From: Vizian, Donna

Sent: Monday, April 17, 2017 3:10 PM

To: Helm, Arron <Helm.Arron@epa.gov>; Smith, Kathryn <Smith.Kathryn@epa.gov>

Subject: Probationary Employees

Kathryn/Arron – does this make sense?

Hi Ryan, last week you asked about the Agency's ability to release new employees that are within the one year probationary period.

The following is from the regulation that covers Title 5 (civil service employees):

§ 315.803 Agency action during probationary period (general).

(a) The agency shall utilize the probationary period as fully as possible to determine the fitness of the employee and shall terminate his services during this period if he fails to demonstrate fully his qualifications for continued employment.

(b) Termination of an individual serving a probationary period must be taken in accordance with subpart D of part 752 of this chapter if the individual has completed one year of current continuous service under other than a temporary appointment limited to 1 year or less and is not otherwise excluded by the provisions of that subpart.

The regulations speak to qualifications or fitness for the job only. Reductions due to budgetary reasons of competitive service probationary period employees (Career Conditional) would be subject to RIF procedures in such a reduction. These employees would generally be the second category after non-permanent/non-status employees.

Something to note: employees terminated during the probationary period have limited appeal rights to the MSPB. They may appeal to the Board if they believe their termination was based on (a) partisan political reasons, or (b) marital status. They may

also appeal the termination based on discrimination because of race, color, religion, sex, national origin, age, or physical or mental disability, but only if the allegation of such discrimination is raised in addition to (a) or (b) mentioned above.

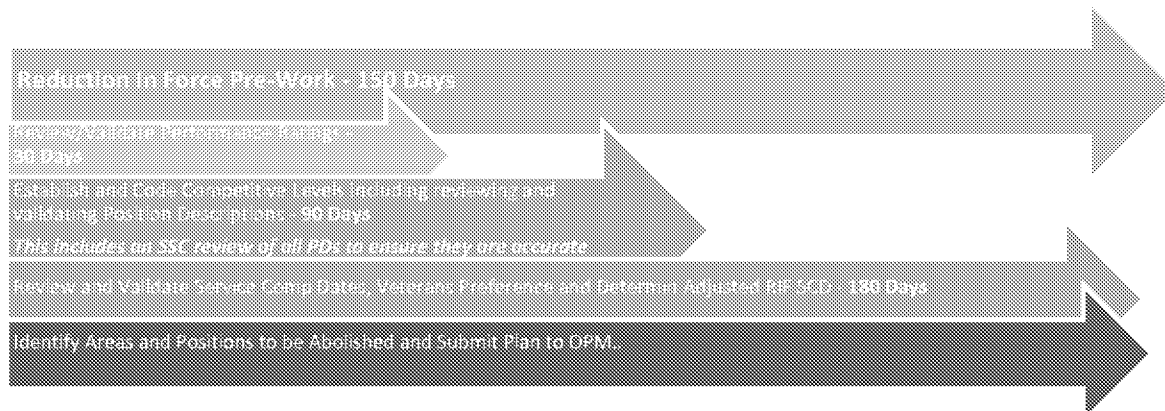
Workforce Reshaping: Reduction in Force

ACTION REQUIRED AND ESTIMATED TIMELINE

The charts below illustrate the steps the Agency needs to take to be prepared to run a Reduction in Force (RIF) and the steps the Agency will need to take to actually process a RIF. Timelines are also included for each process and the Pre-Work is already underway. Several of these steps run concurrently.

RIF PRE-WORK – 100 DAYS

This can be completed by a small team (20-30) of HR Professionals. Competitive levels have been identified by the HR Shared Service Centers - engagement with the program is now needed for validation and concurrence. Competitive levels are groups of positions at the same grade, occupational series that are so alike in qualification requirements that the incumbents would be interchangeable.

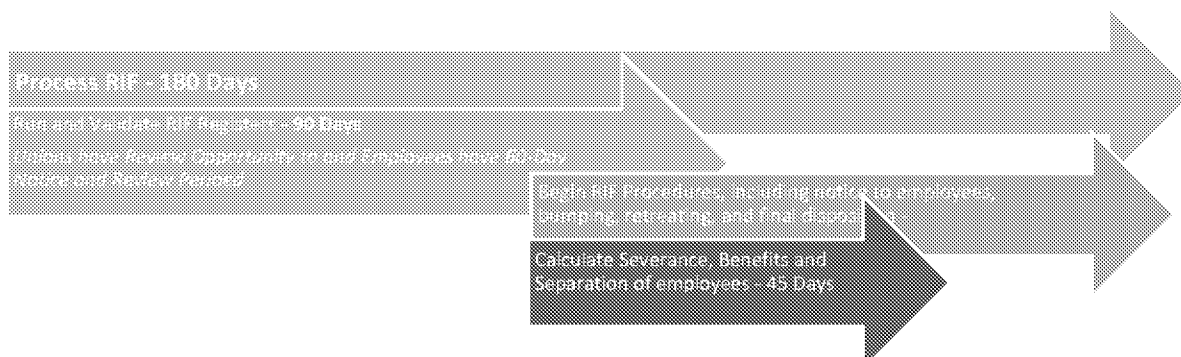


EMC SUPPORT

- *Provide Competitive Levels to Regions/ Programs for review and comment (positions with the same grade, classification series, and official tour of duty).*
- *Work with Regions/Programs to identify areas and positions to be abolished*

PROCESS A RIF – 180 DAYS

OPM Guidance says to allow for six (6) months to get employees off the roles from the time you begin the process. This will require official notice to the unions and engagement from the programs. This can be processed by a team (20-30)



EMC SUPPORT

- *Work with Regions/Programs and LER to provide notice to unions and employees*
- *Work with HR SSCs to manage bumping and retreating (The process by which some employees will have the right to fall back to a lower graded position and bump a more junior employee off the roles).*
- *Work with Regions/Programs and OCFO to understand the budget impact of severance packages.*

COSTS AND OUTCOME

As a part of the RIF, employees are entitled to up to severance packages that include a payout for their leave and up to 52 weeks of their salary depending on the individual's length of service.

With a RIF the Agency will lose the newest and lowest cost employees. We will have little to no control on who is separated once the process is underway. Management will not have a clear picture of their remaining workforce until the final disposition of the RIF. Most RIFs result in years of post-RIF litigation in front the U.S. Merit Systems Protection Board (MSPB) and U.S. District Court.

Message

From: Radzikowski, Mary Ellen [Radzikowski.Maryellen@epa.gov]
Sent: 5/1/2017 12:31:25 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
CC: Osaka, Anna [Osaka.Anna@epa.gov]; Robbins, Chris [Robbins.Chris@epa.gov]
Subject: ORD's EC Subcommittee call at noon today on V/V

Good morning Donna. First let me thank you for offering to talk to the ORD EC subcommittee today on the V V planning efforts. I would like to offer this game plan. The call starts at noon and I already advised my subcommittee that we need to complete any discussion with you in 20 minutes.... Hopefully giving you some time to breathe before your next meeting.

The goal is to quickly summarize our strategy for the VV and then ask for your insights, guidance, etc. that will help us be as successful as possible in this effort. I don't believe we have any show stoppers, but you have greater visibility into the agency plan than we do. Hopefully this makes sense.

For your information, the members of the EC Subcommittee are:
Tina Bahadori, Director National Center for Environmental Assessment
Dan Costa, National Program Director for Air/Climate/Energy
Cindy Sonich-Mullin, Director, National Risk Management Research Lab
Greg Sayles, Director, National Center for Homeland Security
John Steenbock, Director, Office of Administrative and Research Support
Liz Blackburn, ORD Chief of Staff.

Thanks again and talk at noon. The invite has the call in number.

Mary Ellen Radzikowski
Acting Associate Assistant Administrator
Office of Research and Development
Radzikowski.maryellen@epa.gov
202 564 6757

WORKFORCE RESHAPING

ISSUE/TOPIC: EPA's FY 2018 President's Budget proposes a 26% reduction in staffing.

BACKGROUND:

- The FY 2018 President's Budget supports 11,611 FTE, which is a reduction of 3,805 FTE from the FY 2017 level.
- EPA is not fully staffed and is currently more than 500 positions below current ceilings
- To manage against current funding levels the agency has continued a hiring freeze and initiated an early out/buy out (VERA/VSIP) effort.
- The agency is working toward a VERA/VSIP offering in September, to better match staffing patterns with new priorities and resources. Note that, the VERA/VSIP guidelines do not allow for an offering based on a proposed budget.
- We are assuming approximately 500 staff will accept the early out or retirement incentive. Funding is set aside from FY 2016 carryover to pay for the incentives in September.
- With a combination of the hiring freeze, VERA/VSIP, and expected attrition, we expect staffing levels to be XX below the ceiling
- Should Congress enact the President's Budget, the agency would need to reduce the agency workforce levels by a further 2500 positions.
- Timing will become an issue – there is no payroll included in the proposed budget for the positions proposed for reduction, and a second VERA/VSIP would require 3 to 4 months to prepare.
- A reduction-in-force is a tool of last resort. The rules are strict and create a hierarchy for departures based on organization and geographic location, then length of service and performance. There is no flexibility for management discretion. Affected retirement-eligible employees must retire; after that younger staff are disproportionately impacted. Severance is based on years of service and salary. Impacts are not predictable, due to 'bumping' rights.
- Funding: The FY 2018 President's Budget includes \$68 million to defray costs associated with VERA/VSIP, geographic relocations should a specific location be closed, and severance costs.

TALKING POINTS:

- The FY 2018 President's Budget supports EPA's programs with 11,611 staff.
- EPA is reshaping the workforce through attrition, a continuation of the hiring freeze, and the initiation of voluntary buyouts and retirements.
- In fact, we are working toward a VERA/VSIP offering in FY 2017
- This resource level supports the agency's return to a focus on core statutory work and recognizes the appropriate federal role in environmental protection.

Message

From: Flynn, Mike [Flynn.Mike@epa.gov]
Sent: 4/17/2017 11:02:52 AM
To: Jackson, Ryan [jackson.ryan@epa.gov]
CC: Greaves, Holly [greaves.holly@epa.gov]; Bloom, David [Bloom.David@epa.gov]; Vizian, Donna [Vizian.Donna@epa.gov]
Subject: Memo on reform plan and hiring freeze
Attachments: Draft memo on OMB guidance 04162017.docx; ATT00001.htm

Ryan,

Attached is the draft memo we discussed late last week.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

I plan to send out today. If you have any questions or comments, let me know.

Mike

Message

From: Cleland-Hamnett, Wendy [Cleland-Hamnett.Wendy@epa.gov]
Sent: 4/26/2017 11:01:11 PM
To: Flynn, Mike [Flynn.Mike@epa.gov]; Shapiro, Mike [Shapiro.Mike@epa.gov]; Breen, Barry [Breen.Barry@epa.gov]; Dunham, Sarah [Dunham.Sarah@epa.gov]; Kavlock, Robert [Kavlock.Robert@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Vizian, Donna [Vizian.Donna@epa.gov]; Bloom, David [Bloom.David@epa.gov]
Subject: RE: V/V Discussion tomorrow

Thanks, Mike.

Wendy Cleland-Hamnett
Acting Assistant Administrator
Principal Deputy Assistant Administrator
Office of Chemical Safety & Pollution Prevention
U.S. Environmental Protection Agency
202-564-2910
cleland-hamnett.wendy@epa.gov

-----Original Message-----

From: Flynn, Mike
Sent: Wednesday, April 26, 2017 10:02 AM
To: Shapiro, Mike <Shapiro.Mike@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Dunham, Sarah <Dunham.Sarah@epa.gov>; Kavlock, Robert <Kavlock.Robert@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Bloom, David <Bloom.David@epa.gov>; Cleland-Hamnett, Wendy <Cleland-Hamnett.Wendy@epa.gov>
Subject: V/V Discussion tomorrow

All,
As a follow-up to our 1st Assts discussion Tuesday, I would like to meet with you to discuss the path forward on V/V. It's critical that all the NPMs are on the same page, and it's not clear to me we're there yet. I'm going to try to find a time tomorrow (Thursday) - look for a "General Discussion." And I want to have a smaller meeting with you, as the lead NPMs, so we can have a frank discussion.

Thanks, mike

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

Message

From: Flynn, Mike [Flynn.Mike@epa.gov]
Sent: 6/27/2017 12:54:36 AM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: Re: OMB wants to meet on the V/V

Yes agree. Suggest you send note to Ryan and Holly telling them of OMBs request, and asking Holly if she might be able to join you.

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

On Jun 26, 2017, at 8:50 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

I feel like I need to let a political know. Holly? Ryan? We are looking at Wednesday.

On Jun 26, 2017, at 6:48 PM, Flynn, Mike <Flynn.Mike@epa.gov> wrote:

Hmm....

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

On Jun 26, 2017, at 5:58 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

FYI

From: Hunt, Loretta
Sent: Monday, June 26, 2017 5:46 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>
Cc: Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Terris, Carol <Terris.Carol@epa.gov>
Subject: FW: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2
Importance: High

Donna,

OMB wants to meet with EPA to discuss the agency's business case.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch

Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Grossman, Andrea L. EOP/OMB

[mailto:] **Ex. 6**

Sent: Monday, June 26, 2017 5:31 PM

To: Hunt, Loretta <Hunt.Loretta@epa.gov>

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary

<parker.gary@epa.gov>; Schulman, Marvin

<Schulman.Marvin@epa.gov>; McNeal, Detha

<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>;

Terris, Carol <Terris.Carol@epa.gov>; Hickey, Mike J. EOP/OMB

Mulligan, James S. EOP/OMB

Ex. 6

Ex. 6

Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

Loretta,

OMB would like to request a presentation from EPA on this VERA/VSIP proposal. We are hoping to get some insight into the broader strategy at play. This could also be an opportunity to informally ask some of our initial questions as we learn more about the package.

Would someone from EPA be available for a meeting this week (potentially Wednesday afternoon, recognizing the time sensitivity of the package)? I can reserve a conference room here at the New Executive Office Building and arrange for building clearance.

Thank you,

Andrea Grossman
Program Examiner, OMB Environment Branch
202-395-4756

From: Hunt, Loretta [mailto:Hunt.Loretta@epa.gov]

Sent: Thursday, June 22, 2017 6:52 PM

To: Hickey, Mike J. EOP/OMB [] **Ex. 6**

Mahoney, Michael J <Mike.Mahoney@opm.gov>; Snowden, Gregory A

<Gregory.Snowden@opm.gov>; Coleman, Darrell E

<Darrell.Coleman@opm.gov>; Thornton, Cathryn

<Cathryn.Thornton@opm.gov>; Butler, Monica

<Monica.Butler@opm.gov>; Grossman, Andrea L. EOP/OMB

Ex. 6

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary

<parker.gary@epa.gov>; Schulman, Marvin

<Schulman.Marvin@epa.gov>; McNeal, Detha

<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>

Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

The document attached replaces document #3 sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Hunt, Loretta
Sent: Thursday, June 22, 2017 6:48 PM
To: 'Hickey, Mike J. EOP/OMB' <[REDACTED] Ex. 6>; 'Mahoney, Michael J' <Mike.Mahoney@opm.gov>; 'Snowden, Gregory A' <Gregory.Snowden@opm.gov>; Coleman, Darrell E <Darrell.Coleman@opm.gov>; Thornton, Cathryn <Cathryn.Thornton@opm.gov>; Butler, Monica <Monica.Butler@opm.gov>; '[REDACTED] Ex. 6' <[REDACTED] Ex. 6>
Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>
Subject: Update for EPA's VERA/VSIP business case and targeted positions Email 1 of 2

OPM and OMB,

EPA's Region 9's office had to revise their information to remove one position. The documents attached should replace documents #4 and #6 that were sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

Message

From: Flynn, Mike [Flynn.Mike@epa.gov]
Sent: 6/27/2017 12:49:59 AM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: Re: OMB wants to meet on the V/V

Wow sounds like fun....

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

On Jun 26, 2017, at 8:48 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

Does someone want to come with me? I'm ok if not

On Jun 26, 2017, at 6:48 PM, Flynn, Mike <Flynn.Mike@epa.gov> wrote:

Hmm....

Mike Flynn
Acting Deputy Administrator
U.S. Environmental Protection Agency
(202) 564-4711

On Jun 26, 2017, at 5:58 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

FYI

From: Hunt, Loretta
Sent: Monday, June 26, 2017 5:46 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>
Cc: Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Terris, Carol <Terris.Carol@epa.gov>
Subject: FW: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2
Importance: High

Donna,

OMB wants to meet with EPA to discuss the agency's business case.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources

U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Grossman, Andrea L. EOP/OMB

Ex. 6 - Personal Privacy

Sent: Monday, June 26, 2017 5:31 PM

To: Hunt, Loretta <Hunt.Loretta@epa.gov>

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Terris, Carol <Terris.Carol@epa.gov>; Hickey, Mike J. <Mike.J.Hickey@epa.gov>

Ex. 6 - Personal Privacy

Mulligan, James <James.Mulligan@epa.gov>

Ex. 6 - Personal Privacy

Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

Loretta,

OMB would like to request a presentation from EPA on this VERA/VSIP proposal. We are hoping to get some insight into the broader strategy at play. This could also be an opportunity to informally ask some of our initial questions as we learn more about the package.

Would someone from EPA be available for a meeting this week (potentially Wednesday afternoon, recognizing the time sensitivity of the package)? I can reserve a conference room here at the New Executive Office Building and arrange for building clearance.

Thank you,

Andrea Grossman
Program Examiner, OMB Environment Branch
202-395-4756

From: Hunt, Loretta [<mailto:Hunt.Loretta@epa.gov>]

Sent: Thursday, June 22, 2017 6:52 PM

To: Hickey, Mike J. EOP/OMB <Mike.J.Hickey@epa.gov>

Ex. 6

Mahoney, Michael J <Mike.Mahoney@opm.gov>; Snowden, Gregory A <Gregory.Snowden@opm.gov>; Coleman, Darrell E <Darrell.Coleman@opm.gov>; Thornton, Cathryn <Cathryn.Thornton@opm.gov>; Butler, Monica <Monica.Butler@opm.gov>; Grossman, Andrea L. <Andrea.L.Grossman@epa.gov>

Ex. 6 - Personal Privacy

Ex. 6 - Personal Privacy

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>

Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

The document attached replaces document #3 sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Hunt, Loretta

Sent: Thursday, June 22, 2017 6:48 PM

To: 'Hickey, Mike J. EOP/OMB' <[REDACTED] Ex. 6
'Mahoney, Michael J' <Mike.Mahoney@opm.gov>; 'Snowden, Gregory
A' <Gregory.Snowden@opm.gov>; Coleman, Darrell E
<Darrell.Coleman@opm.gov>; Thornton, Cathryn
<Cathryn.Thornton@opm.gov>; Butler, Monica
<Monica.Butler@opm.gov>; 'Andrea L Grossman' <Andrea.L.Grossman@opm.gov> [Ex. 6 - Personal Privacy]
<Andrea.L.Grossman@opm.gov> [Ex. 6 - Personal Privacy]

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary
<parker.gary@epa.gov>; Schulman, Marvin
<Schulman.Marvin@epa.gov>; McNeal, Detha
<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>

Subject: Update for EPA's VERA/VSIP business case and targeted
positions Email 1 of 2

OPM and OMB,

EPA's Region 9's office had to revise their information to remove
one position. The documents attached should replace documents
#4 and #6 that were sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

Message

From: Greaves, Holly [greaves.holly@epa.gov]
Sent: 7/18/2017 3:15:14 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: RE: V/V

Yes, perfect! Thank you!

From: Vizian, Donna
Sent: Tuesday, July 18, 2017 11:14 AM
To: Greaves, Holly <greaves.holly@epa.gov>
Subject: FW: V/V

I think the attached is helpful. Slide #3 has targeted positions and max offers by office. It is 1227 total

Message

From: Greaves, Holly [greaves.holly@epa.gov]
Sent: 7/18/2017 3:10:24 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: RE: V/V paper

Thank you so much! And to confirm –

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

From: Vizian, Donna
Sent: Tuesday, July 18, 2017 11:06 AM
To: Greaves, Holly <greaves.holly@epa.gov>
Subject: V/V paper

Hi Holly,

Here are our suggestions. I attached two files. One clean and one that shows the changes.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

I would bet Carol Terris could. Please let me know if you have any questions.

Thanks
Donna

Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 5/1/2017 12:36:51 PM
To: Radzikowski, Mary Ellen [Radzikowski.Maryellen@epa.gov]
CC: Osaka, Anna [Osaka.Anna@epa.gov]; Robbins, Chris [Robbins.Chris@epa.gov]
Subject: RE: ORD's EC Subcommittee call at noon today on V/V

Hi – Would it be ok if I call in about 12:20? I need to meet with OCIR and that ends at 12:15.

From: Radzikowski, Mary Ellen
Sent: Monday, May 01, 2017 8:31 AM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Cc: Osaka, Anna <Osaka.Anna@epa.gov>; Robbins, Chris <Robbins.Chris@epa.gov>
Subject: ORD's EC Subcommittee call at noon today on V/V

Good morning Donna. First let me thank you for offering to talk to the ORD EC subcommittee today on the V V planning efforts. I would like to offer this game plan. The call starts at noon and I already advised my subcommittee that we need to complete any discussion with you in 20 minutes.... Hopefully giving you some time to breathe before your next meeting.

The goal is to quickly summarize our strategy for the VV and then ask for your insights, guidance, etc. that will help us be as successful as possible in this effort. I don't believe we have any show stoppers, but you have greater visibility into the agency plan than we do. Hopefully this makes sense.

For your information, the members of the EC Subcommittee are:
Tina Bahadori, Director National Center for Environmental Assessment
Dan Costa, National Program Director for Air/Climate/Energy
Cindy Sonich-Mullin, Director, National Risk Management Research Lab
Greg Sayles, Director, National Center for Homeland Security
John Steenbock, Director, Office of Administrative and Research Support
Liz Blackburn, ORD Chief of Staff.

Thanks again and talk at noon. The invite has the call in number.

Mary Ellen Radzikowski
Acting Associate Assistant Administrator
Office of Research and Development
Radzikowski.maryellen@epa.gov
202 564 6757

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]; Brown, Byron[brown.byron@epa.gov]
From: Vizian, Donna
Sent: Wed 7/19/2017 9:56:37 PM
Subject: OLEM V/V Business Case

Ryan,

Here is a brief summary from OLEM of its V/V Package: The majority of the positions in the OLEM package are in non-superfund programs such as RCRA (e.g. waste minimization, materials management, recycling), brownfields, and OUST (e.g., LUST prevention, LUST Corrective Action). In addition, there was an office-wide focus on bringing efficiency to all areas, including program support areas. This package does not interfere with accomplishing the Administrator's priority for accelerating superfund cleanups.

Here is the full business case that was provided it OLEM's submission:

. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the

use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization.

Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

-

Table A – Direct Costs for VERA/VSIP

94 of Targeted Positions for VSIP x \$25,000 \$2,350,000

(94 offers)

Annual Leave Pay Out for 94 of Targeted \$1,335,597

Positions for VERA, Optional Retirement or
Resignation {Hourly rate based on the
average grade and step of the targeted pool
x 240 x 94 of Targeted Positions}

*(Assumptions: 94 offers at an hourly rate of
a GS-13/5 (DC locality) + 15% benefit [does
not include health benefits])*

Total Maximum Direct Costs \$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019

(assumptions list below)

	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)

B: '18 & '19 \$0 as per instructions

C: '18 & '19 \$0 as per instructions

D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)

E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year

'19 assumes all 94 are on board for full year (other assumptions the same)

F: '18 & '19 applies formula

G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)

H: '18 & '19 assumes 94 offers leave at \$7000/offer

I: '18 assumes 94 new hires at ½ year at \$7000/hire

'19 assumes 94 new hires at full year at \$7000/hire

J: '18 & '19 applies formula

Total savings = formula

To: Richardson, RobinH[Richardson.RobinH@epa.gov]
From: Vizian, Donna
Sent: Tue 5/16/2017 1:24:48 PM
Subject: Re: 1st Assistants meeting

GM. Sure.

> On May 16, 2017, at 4:42 AM, Richardson, RobinH <Richardson.RobinH@epa.gov> wrote:

>

> GM! Hope Vegas is sunny! Mike and I agreed to keep the meeting. He asked me to coordinate with David. We thought we should not discuss V/V without you. The plan would be to discuss other topics. Sound ok?

>

> Robin H Richardson

> PDAA, EPA/OCIR

> (202) 564-3358 (desk)

> **Ex. 6 - Personal Privacy**

> richardson.robinh@epa.gov

>

>> On May 15, 2017, at 1:33 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

>>

>> Hi. Just landed in LV. Call when you can.

>>

>>> On May 15, 2017, at 7:11 AM, Richardson, RobinH <Richardson.RobinH@epa.gov> wrote:

>>>

>>> GM! It was a nice weekend! I'm checking with Mike...he won't be here tomorrow either. Let's check in at 1pm...does that work?

>>>

>>> -----

>>> Robin H Richardson

>>> Principal Deputy Associate Administrator

>>> Office of Congressional and Intergovernmental Relations

>>> U.S. Environmental Protection Agency

>>> 202-564-3358 (desk)

>>> **Ex. 6 - Personal Privacy**

>>> richardson.robinh@epa.gov

>>>

>>> -----Original Message-----

>>> From: Vizian, Donna

>>> Sent: Monday, May 15, 2017 8:03 AM

>>> To: Richardson, RobinH <Richardson.RobinH@epa.gov>

>>> Subject: 1st Assistants meeting

>>>

>>> GM. Hope you had a good weekend. Neither John nor I will be in the office tomorrow. We will be on a plane back from LV. if you want someone from OARM it is likely Lynnann. Or I can ask Debbi if you think it will be V/V focused.

Message

From: Vizian, Donna [Vizian.Donna@epa.gov]
Sent: 7/19/2017 12:55:18 PM
To: Breen, Barry [Breen.Barry@epa.gov]
Subject: Fwd: OLEM V/V

Barry. I think Mike talked with you last night.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Begin forwarded message:

From: "Smith, Susan" <Smith.Susan@epa.gov>
Date: July 18, 2017 at 6:15:29 PM EDT
To: "Vizian, Donna" <Vizian.Donna@epa.gov>
Cc: "Hunt, Loretta" <Hunt.Loretta@epa.gov>, "Hart, Debbi" <Hart.Debbi@epa.gov>
Subject: Re: OLEM V/V

Assuming you are talking about max offers. See below:

ORCR - 31

OSRTI - 18

Let me know if you need anything else.

Sent from my iPhone

On Jul 18, 2017, at 5:35 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

Hi Susan,

Can you tell me the break out between SF and RCRA? Thanks

Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 6/27/2017 5:57:52 PM
To: Jackson, Ryan [jackson.ryan@epa.gov]
CC: Greaves, Holly [greaves.holly@epa.gov]; Flynn, Mike [Flynn.Mike@epa.gov]
Subject: RE: OMB request for meeting on V/V

Just closing the loop. Mike Hickey, our RMO will be there.

From: Jackson, Ryan
Sent: Tuesday, June 27, 2017 10:00 AM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Cc: Greaves, Holly <greaves.holly@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>
Subject: Re: OMB request for meeting on V/V

Not staff level?

It needs to be. The Administrator has events at the WH Wednesday and Thursday and scheduling is difficult with a short week this week.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6

On Jun 27, 2017, at 8:53 AM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

Ryan and Holly, just letting you know that OMB has requested a meeting on our V/V proposal. They are seeking Wednesday afternoon. We are confirming the level of participation from OMB. If it is not staff level, would either of you like to participate? thanks

Begin forwarded message:

From: "Hunt, Loretta" <Hunt.Loretta@epa.gov>
Date: June 26, 2017 at 5:46:13 PM EDT
To: "Vizian, Donna" <Vizian.Donna@epa.gov>, "Showman, John" <Showman.John@epa.gov>
Cc: "Gray, Linda" <gray.linda@epa.gov>, "Carpenter, Wesley" <Carpenter.Wesley@epa.gov>, "Hart, Debbi" <Hart.Debbi@epa.gov>, "Parker, Gary" <parker.gary@epa.gov>, "Terris, Carol" <Terris.Carol@epa.gov>
Subject: FW: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

Donna,

OMB wants to meet with EPA to discuss the agency's business case.

Loretta L. Hunt

Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Grossman, Andrea L. EOP/OMB **Ex. 6 - Personal Privacy**
Sent: Monday, June 26, 2017 5:31 PM
To: Hunt, Loretta <Hunt.Loretta@epa.gov>
Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>;
Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha
<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Terris, Carol
<Terris.Carol@epa.gov>; Hickey, Mike J. EOP/OMB **Ex. 6 - Personal Privacy**
Mulligan, James S. EOP/OMB **Ex. 6 - Personal Privacy**
Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

Loretta,

OMB would like to request a presentation from EPA on this VERA/VSIP proposal. We are hoping to get some insight into the broader strategy at play. This could also be an opportunity to informally ask some of our initial questions as we learn more about the package.

Would someone from EPA be available for a meeting this week (potentially Wednesday afternoon, recognizing the time sensitivity of the package)? I can reserve a conference room here at the New Executive Office Building and arrange for building clearance.

Thank you,

Andrea Grossman
Program Examiner, OMB Environment Branch
202-395-4756

From: Hunt, Loretta [<mailto:Hunt.Loretta@epa.gov>]
Sent: Thursday, June 22, 2017 6:52 PM
To: Hickey, Mike J. EOP/OMB **Ex. 6 - Personal Privacy**; Mahoney, Michael J
<Mike.Mahoney@opm.gov>; Snowden, Gregory A <Gregory.Snowden@opm.gov>;
Coleman, Darrell E <Darrell.Coleman@opm.gov>; Thornton, Cathryn
<Cathryn.Thornton@opm.gov>; Butler, Monica <Monica.Butler@opm.gov>; Grossman,
Andrea L. EOP/OMB **Ex. 6 - Personal Privacy**
Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>;
Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha
<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>
Subject: RE: Update for EPA's VERA/VSIP business case and targeted positions Email 2 of 2

The document attached replaces document #3 sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Hunt, Loretta

Sent: Thursday, June 22, 2017 6:48 PM

To: 'Hickey, Mike J.' <[REDACTED] Ex. 6 - Personal Privacy [REDACTED]>; 'Mahoney, Michael J' <Mike.Mahoney@opm.gov>; 'Snowden, Gregory A' <Gregory.Snowden@opm.gov>;

Coleman, Darrell E <Darrell.Coleman@opm.gov>; Thornton, Cathryn

<Cathryn.Thornton@opm.gov>; Butler, Monica <Monica.Butler@opm.gov>;

'Andrea L. Grossman' <[REDACTED] Ex. 6 - Personal Privacy [REDACTED]> <Andrea.L.Grossman@epa.gov> <[REDACTED] Ex. 6 - Personal Privacy [REDACTED]>

Cc: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>;

Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha

<McNeal.Detha@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>

Subject: Update for EPA's VERA/VSIP business case and targeted positions Email 1 of 2

OPM and OMB,

EPA's Region 9's office had to revise their information to remove one position. The documents attached should replace documents #4 and #6 that were sent on 6/16/17.

Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

Message

From: Vizian, Donna [Vizian.Donna@epa.gov]
Sent: 2/28/2017 10:46:08 PM
To: Hart, Debbi [Hart.Debbi@epa.gov]
Subject: Re: V/V timeline and costs

Yes

On Feb 28, 2017, at 5:14 PM, Hart, Debbi <Hart.Debbi@epa.gov> wrote:

Linda there right?

Sent from my iPhone

On Feb 28, 2017, at 5:07 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

Going over in 5. Others there already

From: Hart, Debbi
Sent: Tuesday, February 28, 2017 5:07 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Subject: Re: V/V timeline and costs

No -dinner rescheduled. What time?

Sent from my iPhone

On Feb 28, 2017, at 5:03 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

Thanks. Dinner still on? Come to Del Friscos for a drink

From: Hart, Debbi
Sent: Tuesday, February 28, 2017 4:47 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: RE: V/V timeline and costs

Should have stated that our V/V costs are on the high end.

From: Vizian, Donna
Sent: Tuesday, February 28, 2017 4:18 PM
To: Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: RE: V/V timeline and costs

The days are additive, right? So 165-240?

If I want to compare both processes, could I say that from the day we identify the positions (or business case) a V/V would take 120-180 days and a RI F would take about 300 days?

From: Hart, Debbi

Sent: Tuesday, February 28, 2017 3:51 PM

To: Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>

Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>

Subject: V/V timeline and costs

Importance: High

Here you go. Let us know if there are questions.

VERA/VSIP Timeline

1. <!--[if !supportLists]--><!--[endif]-->45-60 days
 - <!--[if !supportLists]--><!--[endif]-->Obtain retirement data
 - <!--[if !supportLists]--><!--[endif]-->Estimate costs
 - <!--[if !supportLists]--><!--[endif]-->Develop business case in collaboration with OPM and OMB (i.e., identify positions targeted and explain how agency will meet its mission needs)
 - <!--[if !supportLists]--><!--[endif]-->Notify unions
2. <!--[if !supportLists]--><!--[endif]-->30-45 days
OPM approval
3. <!--[if !supportLists]--><!--[endif]-->30-45 days
 - <!--[if !supportLists]--><!--[endif]-->Notify unions of OPM approved plan
 - <!--[if !supportLists]--><!--[endif]-->Issue employee notifications
4. <!--[if !supportLists]--><!--[endif]-->60-90 days
Separations

VERA/VSIP Costs

Total

1. 2,600 departures—all buyouts (2,600 employees X \$25K) \$65M
2. Annual leave payout* (\$52.99/hr X 240 hrs X 2,600 employees) +\$33.066M

\$98.066M

*assumes salary for an average grade EPA employee (GS-13 step 6) using DC locality pay; 240 hours as maximum annual leave payout

Considerations

- <!--[if !supportLists]--><!--[endif]-->V/V is voluntary
- <!--[if !supportLists]--><!--[endif]-->Critical positions should not be targeted because we will not be able to rehire for them
- <!--[if !supportLists]--><!--[endif]-->Effort should be position-focused, not employee-focused

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

**

Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 2/28/2017 10:07:48 PM
To: Hart, Debbi [Hart.Debbi@epa.gov]
Subject: RE: V/V timeline and costs

Going over in 5. Others there already

From: Hart, Debbi
Sent: Tuesday, February 28, 2017 5:07 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Subject: Re: V/V timeline and costs

No -dinner rescheduled. What time?

Sent from my iPhone

On Feb 28, 2017, at 5:03 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:

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Sent: Tuesday, February 28, 2017 4:47 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: RE: V/V timeline and costs

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Sent: Tuesday, February 28, 2017 4:18 PM
To: Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: RE: V/V timeline and costs

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From: Hart, Debbi
Sent: Tuesday, February 28, 2017 3:51 PM
To: Showman, John <Showman.John@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: V/V timeline and costs
Importance: High

Here you go. Let us know if there are questions.

VERA/VSIP Timeline

1. 45-60 days
 - Obtain retirement data
 - Estimate costs
 - Develop business case in collaboration with OPM and OMB (i.e., identify positions targeted and explain how agency will meet its mission needs)
 - Notify unions
2. 30-45 days
OPM approval
3. 30-45 days
 - Notify unions of OPM approved plan
 - Issue employee notifications
4. 60-90 days
Separations

VERA/VSIP Costs

	<u>Total</u>
1. 2,600 departures—all buyouts (2,600 employees X \$25K)	\$65M
2. Annual leave payout* (\$52.99/hr X 240 hrs X 2,600 employees)	+\$33.066M
	\$98.066M

*assumes salary for an average grade EPA employee (GS-13 step 6) using DC locality pay; 240 hours as maximum annual leave payout

Considerations

- V/V is voluntary
- Critical positions should not be targeted because we will not be able to rehire for them
- Effort should be position-focused, not employee-focused

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

Message

From: Vizian, Donna [Vizian.Donna@epa.gov]
Sent: 5/25/2017 7:11:58 PM
To: McCabe, Catherine [McCabe.Catherine@epa.gov]
Subject: Re: Update on V/V

Hi Catherine. Mike talked with the organizations on the high side. I expect a few adjustments there, but nothing else.

On May 25, 2017, at 2:53 PM, McCabe, Catherine <McCabe.Catherine@epa.gov> wrote:

Donna – will you be doing anything to try to bring more consistency to the wide range of numbers?

From: Vizian, Donna
Sent: Thursday, May 25, 2017 2:40 PM
To: 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>
Cc: DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>
Subject: Update on V/V

Hi Everyone,

We received the green light to move forward. Thanks to those offices that sent in their packages. Please keep them coming. We are working on an announcement of the decision to staff, early communication, engaging the unions, a timeline and funding considerations. We will have an update on Tuesday at our noon meeting.

Enjoy the long weekend.

Donna

Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 7/14/2017 8:24:30 PM
To: Flynn, Mike [Flynn.Mike@epa.gov]
Subject: FW: VERA VSIP Applications Received

347 received

From: Helm, Arron
Sent: Friday, July 14, 2017 4:21 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Carter, Rick <Carter.Rick@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: Fwd: VERA VSIP Applications Received

Sent from my iPhone

Begin forwarded message:

From: "Martinson, Alice" <Martinson.Alice@epa.gov>
Date: July 14, 2017 at 4:17:58 PM EDT
To: "Helm, Arron" <Helm.Arron@epa.gov>, "Collins, BJ" <Collins.BJ@epa.gov>, "Carter, Rick" <Carter.Rick@epa.gov>, "Atkinson, Ryan" <Atkinson.Ryan@epa.gov>, "Taylor, Jeremy" <Taylor.Jeremy@epa.gov>, "Bonner, Jerome" <Bonner.Jerome@epa.gov>, "Engebretson, Lizabeth" <Engebretson.Lizabeth@epa.gov>
Cc: "Mairose, Sue" <Mairose.Sue@epa.gov>, "Davis, Cathy" <Davis.Cathy@epa.gov>, "Jimenez, Elaine" <Jimenez.Elaine@epa.gov>, "Ashley, Cheryl" <Ashley.Cheryl@epa.gov>, "Scribbs, Alison" <scribbs.alison@epa.gov>
Subject: VERA VSIP Applications Received

As of 4:15 this afternoon, 347 VERA/VSIP applications have been received agency-wide.
Below is the breakdown by SSC and then by Program/Region.

Please note that we have received some duplicates and are working to eliminate those as we identify them.

HR Shared Service Center	Total
Cincinnati	156
ERD	3
Las Vegas	36
RTP	152

HR Shared Service Center	Total
--------------------------	-------

Total:

347

Program or Region	Total
AO	11
OAR	2
OARM	23
OCFO	15
OCSPP	11
OECA	40
OEI	13
OGC	1
OITA	3
OLEM	10
ORD	25
OW	19
Region 1	18
Region 10	3
Region 2	6
Region 3	35
Region 4	18
Region 5	20

Program or Region	Total
Region 6	30
Region 7	31
Region 8	3
Region 9	10
	Total:
	347

~ Alice

Alice Martinson
Acting Section Chief, RTP-SSC
U.S. Environmental Protection Agency
OARM/HRMD-RTP (MD-C639-02)
Research Triangle Park, NC 27711
voice: 919-541-5420
fax: 919-541-1360



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Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 7/18/2017 3:14:19 PM
To: Greaves, Holly [greaves.holly@epa.gov]
Subject: FW: V/V
Attachments: V_V Summary Slides for Leadership 6.21.17.pptx

I think the attached is helpful. Slide #3 has targeted positions and max offers by office. It is 1227 total

Message

From: Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]
Sent: 7/13/2017 8:24:21 PM
To: Flynn, Mike [Flynn.Mike@epa.gov]
Subject: FW: VERA VSIP Applications Received

FYI

From: Helm, Arron
Sent: Thursday, July 13, 2017 4:17 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Carter, Rick <Carter.Rick@epa.gov>
Subject: Fwd: VERA VSIP Applications Received

See below.
Sent from my iPhone

Begin forwarded message:

From: "Martinson, Alice" <Martinson.Alice@epa.gov>
Date: July 13, see 2017 at 4:04:38 PM EDT
To: "Helm, Arron" <Helm.Arron@epa.gov>, "Collins, BJ" <Collins.BJ@epa.gov>, "Carter, Rick" <Carter.Rick@epa.gov>, "Atkinson, Ryan" <Atkinson.Ryan@epa.gov>, "Taylor, Jeremy" <Taylor.Jeremy@epa.gov>, "Bonner, Jerome" <Bonner.Jerome@epa.gov>, "Engebretson, Lizabeth" <Engebretson.Lizabeth@epa.gov>
Cc: "Mairose, Sue" <Mairose.Sue@epa.gov>, "Davis, Cathy" <Davis.Cathy@epa.gov>, "Jimenez, Elaine" <Jimenez.Elaine@epa.gov>
Subject: VERA VSIP Applications Received

As of 4:00 this afternoon, 278 VERA/VSIP applications have been received agency-wide.
Below is the breakdown by Program/Region.

Program or Region	Total
AO	7
OAR	2
OARM	17
OCFO	13
OCSP	10
OECA	32
OEI	10
OGC	1
OITA	2
ORD	23
OW	14
Region 1	18
Region 10	2
Region 2	7

Region 3	28
Region 4	17
Region 5	16
Region 6	23
Region 7	27
Region 8	2
Region 9	7
Total:	278

For comparison, here's what we received in the first few days of the past 2 VERA/VSIP windows:

Application Period	Day 1	Day 2	Day 3	% of Total Applications
October 2014	33	100	36	52%
February 2014	237	65	27	72%

~ Alice

Alice Martinson
Acting Section Chief, RTP-SSC
U.S. Environmental Protection Agency
OARM/HRMD-RTP (MD-C639-02)
Research Triangle Park, NC 27711
voice: 919-541-5420
fax: 919-541-1360



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AO FTE COUNT

<u>OFFICE</u>	<u>FTE ALLOCATION</u>	<u>CURRENT FTE COUNT</u>	<u>PAID DETAILEES*</u>
IO	23.8	38	4.5
OAES	18.9	20	2
OCR	24.6	19	3
OCHP	15.4	14	0
OCIR	51.6	49	5
OEX	14.6	13	0
OHS	9.7	9	0
OPA	38.9	36	1
OPE	12	7	1
EE	6.1	5	0
OSDBU	11.3	12	0
SAB	21.6	21	0
OP	140.9	127	0
TOTALS	389.4	370	16.5

*INCLUDED IN CURRENT FTE COUNT

IO:	Paid detailees:	Hema Subramaniam OW, Carly Carroll OPEEE, Silvina Fonseca OECA (paid 50/50) Juanita Jenkins, Helena Wooden-Aguilar OECA
	External Recruits:	N/A
	Internal Recruits:	Mgmt Analyst GS-0343-14, Prgm Analyst GS-0343-014, Staff Assistant GS-0301-13
OCI:		10 Positions pending reorg, 5 from OP/OSEM, not counted in current IO FTE count
OAES:	Paid detailees:	Michael Quarles OAR, Connie Eng ORD
	External Recruits:	Program Analyst GS-0343-14, IT Specialist GS-2210-07/09

20-November-2017 6:10 PM

PERMANENT CAREER	NON-CAREER	ENDING RECRUIT ACTION	
		EXTERNAL	INTERNAL
12	18	0	3
18	0	2	2
16	0	2	1
14	0	0	0
37	7	3	0
12	1	0	0
9	0	2	0
27	8	3	0
5	1	1	0
5	0	0	0
12	0	0	0
21	0	0	0
122	5	0	3
310	40	13	9

	Internal Recruits:	Admin. Officer GS-0341-09, Program Analyst GS-0343-13
OCR:	Paid detailees:	Tanya Lawrence OECA, Sandra Carey OW, Jeffrey Page OECA
	External Recruits:	Equal Employment Specialist GS-0260-12, SES Director
	Internal Recruits:	Reasonable Accommodations Coordinator GS-0260-13
OCHP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
OCIR:	Paid detailees:	Kristien Knapp OAR, Karen Thundiyil OP, Ryan Yaeger OARM, Elizabeth Skane OW, Ericka Farrell OGC
	External Recruits:	2 Congressional Liaison Specialists GS-0301-13, Program Analyst GS-0343-12/13
	Internal Recruits:	N/A
OEX:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	2 WCF not counted in FTE
OHS:	Paid detailees:	N/A
	External Recruits:	Environmental Scientist GS-1301-15, AA for OHS ES-0340
	Internal Recruits:	N/A
OPA:	Paid detailees:	George Hull (detailed into OLEM, OPA paying)
	External Recruits:	2 Multi-Media Production Specialists GS-1001-14, SES Director
	Internal Recruits:	N/A
OPE:	Paid detailees:	Ted Coopwood OCHP
	External Recruits:	Public Affairs Specialist GS-1035-13
	Internal Recruits:	N/A
EE:	Paid detailees:	N/A
	External Recruits:	N/A

	Internal Recruits:	N/A
OSDBU:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
SAB:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	5 FTE allotted for all the SGEs
OP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	3 Economist Leaders GS-15

PENDING ACTIONS & NEW REQUESTS		Grade	Internal	External	Impact on VERA/VSIP	CRITICAL FUNCTIONS	CRITICAL POSITION
<i>Sample</i>	<i>Assistant Director for AEAS (Team Lead)</i>	15	X	X		<i>Lead team through the Manage MD-715 Report</i>	<i>Yes</i>
IO	Recruit Staff Assistant	13	X				
	Recruit Management Analyst (Team Leader)	14			X		
	Accrete Travel Coordinator (Lead)	14			X		
OCI*	Director OCI (pending reorg)	SES		X			
	Communications Specialist (pending reorg)	13/14		X			
	Data Specialist (pending reorg)	13/14		X			
	Staff Assistant (pending reorg)	09/11/12		X			
	Program Analyst (pending reorg)	14		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
OAES	Recruit IT Specialist GS-2210-7	7		X			
	Reassignment Staff Assistant GS-12	12		X			
	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X				
	Recruit Program Analyst	14		X	X		
OPA	Multi-Media Production Specialist (Photography)	14		X	X		
	Multi-Media Production Specialist (Graphics Motion)	14		X	X		
	SES PDAA, OPA	SES					
OPEEE	Reassignment Public Affairs Specialist	13	X				
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	14		X			
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X			
	Recruit Congressional Liaison Specialist	13	X	X			
	Recruit Congressional Liaison Specialist	13	X	X			
	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X		
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	13	X				
	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X			
	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X				
	Recruit Program Analyst GS-0343-12/13	12/13		X			
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X				
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X			
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X			

ALTERNATIVES TO MEETING OBJECTIVES	PRIORITY CATEGORY	JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Short -Term Detail to ensure report is coordinated and processed to meet EEOC's requirements and due date Long-Term - no alternative; this position is critical to OCR's management function	Mandated	Agency must submit report to EEOC by March 2018	3	OCR	
				RTP	
				OAES	
				OAES	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				RTP	
				HOLD	
				POSTED	
				RTP	
				RTP	
				ERD	
				PSB	
				RTP	
				EOD	
				RTP	
				RTP	
				OCIR	
				OCIR	
				OCIR	
				OAES	
				OCIR	
				OCR	
				RTP	
				RTP	

	SES Director, OCR	SES	X	X			
	Detail Deputy Director	15	X				
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X			
	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15		X	X		
OCHP	NONE						
OEX	NONE						
SAB	NONE						
OSBDU	NONE						
OP	NONE						

				POSTED	
				OCR	
				WHL	
				CERT IN OHS	

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Strategy for Managing Interim FTE Levels¹

Office:

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (for AO use 5% per year) (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Managing our FTE: Governance Principles for Interim Period*

1. Interim targets will be used as a general guide to hiring during the interim period. The goal is to provide offices/regions direction during this period as they develop FTE management strategies, while also providing the senior management team a tool to examine agency-wide FTEs levels in anticipation of the upcoming 2018 budget.
2. All offices/regions must develop a strategic plan for managing FTE levels for their office/region, using the interim FTE targets together with projected attrition and other information. A temporary “FTE Management Board” will review these plans, with a goal for providing initial feedback to the office/region within one week of receipt.
 - Offices/regions that expect FTE levels to be “in the black” by the end of the FY, generally will be approved to do limited hiring that is focused on meeting their highest priority needs. However, this hiring must first exhaust (if not already done) opportunities to hire internally from within the agency, before proceeding to external hiring. In particular, we want to especially explore whether needs can be met by drawing on staff in offices that are projected to be “in the red.”
 - Offices/regions that expect FTE levels to be “in the red” by the end of the FY must include steps for reducing FTE levels in their plan. These offices/regions cannot hire (including internal reassignments), unless approved for a critical hire under #3 below.
3. Regardless of interim FTE targets, all offices/regions may still submit a request to the Acting Deputy Administrator, for authority to hire to meet near term critical needs. These requests should be limited to needs that are critical to meeting Agency priorities, are near term and cannot be met from within the office/region.

*Interim period is time until EPA has an approved FY2018 budget and agency operating plan

** the temporary “FTE Management Board” will consist of the Acting Deputy Administrator, Assistant Deputy Administrator, and a senior rep from OARM, OCFO, a region and program office.

EPA Attrition Rates - FTE

AAShip/ Region	FY15		FY16		FY17	
	Headcount*	Attrition Rate for FTE	Headcount	Attrition Rate for FTE	Headcount	Attrition Rate for FTE
AO	508	10%	464	13%	387	19%
OECA	704	7%	719	7%	703	12%
OGC	173	8%	195	4%	218	8%
OIG	276	9%	261	11%	268	9%
OITA	62	26%	72	4%	69	7%
OCFO	322	7%	310	8%	304	11%
OEI	359	5%	326	7%	340	10%
OARM	644	14%	642	11%	675	15%
WATER	511	8%	545	4%	564	8%
OSWER	452	8%	458	4%	473	7%
OAR	1064	6%	1055	6%	1129	9%
OCSPP	944	11%	972	7%	1002	8%
ORD	1572	9%	1618	6%	1625	8%
R1	550	4%	557	4%	560	9%
R2	773	8%	773	6%	775	5%
R3	784	4%	775	5%	817	8%
R4	895	7%	898	6%	900	7%
R5	1038	6%	1072	5%	1075	8%
R6	723	5%	749	5%	740	9%
R7	482	4%	483	8%	513	14%
R8	496	4%	510	7%	512	7%
R9	728	5%	721	6%	723	6%
R10	513	10%	509	7%	534	6%
Total	14573	7%	14684	6%	14906	9%

*Headcount based on FTE onboard as of PayPeriod 10.

**Active employees regardless of appointment type. Does not include Experts, Consultants, or Advisors

EPA Attrition Rates - All Appointment Types

AAShip/ Region	FY15		FY16		FY17	
	Headcount*	Attrition Rate for All Appointment Types**	Headcount	Attrition Rate for All Appointment Types*	Headcount	Attrition Rate for All Appointment Types*
AO	807	20%	814	14%	723	21%
OECA	728	7%	742	7%	723	12%
OGC	189	8%	210	4%	233	10%
OIG	289	9%	271	11%	276	8%
OITA	68	28%	78	4%	74	9%
OCFO	334	7%	322	8%	315	11%
OEI	370	5%	336	7%	350	11%
OARM	670	13%	667	11%	698	15%
WATER	545	10%	586	5%	601	10%
OSWER	471	8%	480	4%	494	8%
OAR	1091	6%	1081	6%	1151	10%
OCSPP	1104	14%	1109	8%	1148	8%
ORD	1718	9%	1776	6%	1789	8%
R1	557	4%	565	4%	567	9%
R2	782	9%	782	7%	784	6%
R3	797	5%	787	5%	827	9%
R4	911	7%	913	6%	912	8%
R5	1047	6%	1081	5%	1082	8%
R6	732	5%	757	5%	748	9%
R7	489	4%	490	8%	520	14%
R8	512	4%	524	7%	527	7%
R9	742	5%	734	6%	736	6%
R10	526	10%	522	7%	545	7%
Total	15479	8%	15627	7%	15823	10%

*Headcount based on all active personnel as of PayPeriod 10.

**All Appointment Types includes: Experts, Consultants, Advisors.

AO FTE COUNT

<u>OFFICE</u>	<u>FTE ALLOCATION</u>	<u>CURRENT FTE COUNT</u>	<u>PAID DETAILEES*</u>
IO	23.8	38	4.5
OAES	18.9	20	2
OCR	24.6	19	3
OCHP	15.4	14	0
OCIR	51.6	49	5
OEX	14.6	13	0
OHS	9.7	9	0
OPA	38.9	36	1
OPE	12	7	1
EE	6.1	5	0
OSDBU	11.3	12	0
SAB	21.6	21	0
OP	140.9	127	0
TOTALS	389.4	370	16.5

*INCLUDED IN CURRENT FTE COUNT

IO:	Paid detailees:	Hema Subramaniam OW, Carly Carroll OPEEE, Silvina Fonseca OECA (paid 50/50) Juanita Jenkins, Helena Wooden-Aguilar OECA
	External Recruits:	N/A
	Internal Recruits:	Mgmt Analyst GS-0343-14, Prgm Analyst GS-0343-014, Staff Assistant GS-0301-13
OCI:		10 Positions pending reorg, 5 from OP/OSEM, not counted in current IO FTE count
OAES:	Paid detailees:	Michael Quarles OAR, Connie Eng ORD
	External Recruits:	Program Analyst GS-0343-14, IT Specialist GS-2210-07/09

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PERMANENT CAREER	NON-CAREER	ENDING RECRUIT ACTION	
		EXTERNAL	INTERNAL
12	18	0	3
18	0	2	2
16	0	2	1
14	0	0	0
37	7	3	0
12	1	0	0
9	0	2	0
27	8	3	0
5	1	1	0
5	0	0	0
12	0	0	0
21	0	0	0
122	5	0	3
310	40	13	9

	Internal Recruits:	Admin. Officer GS-0341-09, Program Analyst GS-0343-13
OCR:	Paid detailees:	Tanya Lawrence OECA, Sandra Carey OW, Jeffrey Page OECA
	External Recruits:	Equal Employment Specialist GS-0260-12, SES Director
	Internal Recruits:	Reasonable Accommodations Coordinator GS-0260-13
OCHP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
OCIR:	Paid detailees:	Kristien Knapp OAR, Karen Thundiyil OP, Ryan Yaeger OARM, Elizabeth Skane OW, Ericka Farrell OGC
	External Recruits:	2 Congressional Liaison Specialists GS-0301-13, Program Analyst GS-0343-12/13
	Internal Recruits:	N/A
OEX:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	2 WCF not counted in FTE
OHS:	Paid detailees:	N/A
	External Recruits:	Environmental Scientist GS-1301-15, AA for OHS ES-0340
	Internal Recruits:	N/A
OPA:	Paid detailees:	George Hull (detailed into OLEM, OPA paying)
	External Recruits:	2 Multi-Media Production Specialists GS-1001-14, SES Director
	Internal Recruits:	N/A
OPE:	Paid detailees:	Ted Coopwood OCHP
	External Recruits:	Public Affairs Specialist GS-1035-13
	Internal Recruits:	N/A
EE:	Paid detailees:	N/A
	External Recruits:	N/A

	Internal Recruits:	N/A
OSDBU:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
SAB:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	5 FTE allotted for all the SGEs
OP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	3 Economist Leaders GS-15

PENDING ACTIONS & NEW REQUESTS		Grade	Internal	External	Impact on VERA/VSIP	CRITICAL FUNCTIONS	CRITICAL POSITION
<i>Sample</i>	<i>Assistant Director for AEAS (Team Lead)</i>	15	X	X		<i>Lead team through the Manage MD-715 Report</i>	<i>Yes</i>
IO	Recruit Staff Assistant	13	X				
	Recruit Management Analyst (Team Leader)	14			X		
	Accrete Travel Coordinator (Lead)	14			X		
OCI*	Director OCI (pending reorg)	SES		X			
	Communications Specialist (pending reorg)	13/14		X			
	Data Specialist (pending reorg)	13/14		X			
	Staff Assistant (pending reorg)	09/11/12		X			
	Program Analyst (pending reorg)	14		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
OAES	Recruit IT Specialist GS-2210-7/9	7		X		Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	Yes
	Reassignment Staff Assistant GS-12	12		X		Supports the OAES Director and Acting Deputy Chief of Staff. Currently filled by an FTE detailee.	Yes
	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X			Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub, Executes special complex projects	Yes

ALTERNATIVES TO MEETING OBJECTIVES	PRIORITY CATEGORY	JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Short -Term Detail to ensure report is coordinated and processed to meet EEOC's requirements and due date Long-Term - no alternative; this position is critical to OCR's management function	Mandated	Agency must submit report to EEOC by March 2018	3	OCR	
				RTP	
				OAES	
				OAES	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
In the past OAES has used an ORISE hire; his appointment cannot be extended beyond January 2018. If necessary, we can move work with Agency program; and possibly use contractor/OEI support to manage AO systems.	Other	Addresses a critical need to have AO knowledgeable resources to support AO's priorities which often leads to agency-wide benefits. This includes, but not limited to, the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	3	RTP	Yes
Continue to use details to support the Director or move staff from team to perform the function.	Other	Due to complex scheduling and executive activities, this position is required to ensure executive level of support to both the OAES Director and Acting Deputy Chief of Staff. In addition, the incumbent can assist with other office functions that often involves coordination across AO.	2		Yes?
This position was inhereted when Office Internal Comms redirected the office function. We could return the communications responsibility back to OIC and incorporate the remaining responsibilities to existing staff.	Admin	Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub	4	HOLD	Yes?

	Recruit Program Analyst	14		X	X	This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work. Currently filled by an FTE detailee	Yes
OPA	Multi-Media Production Specialist (Photography)	14		X	X	State of the art multi-media	yes for 1
	Multi-Media Production Specialist (Graphics Motion)	14		X	X	State of the art multi-media	yes for 1
	SES PDAA, OPA	SES					yes
	FOIA Attorney/Specialist						yes
OPEEE	Reassignment Public Affairs Specialist	13	X				
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	13		X		Assists in the production and review of documents responsive to congressional oversight requets	yes
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X		Assists in the production and review of documents responsive to congressional oversight requets	Yes
	Recruit Congressional Liaison Specialist - Appropriations and Cross-Cutting Staff	13	X	X		Serves as a member of the Appropriations and Cross-Cutting team which liases with 11 program offices to include: OCFO, OARM, ORD, OP...	Yes
	Recruit Congressional Liaison Specialist - Water, Pesticides and Toxics Staff	13	X	X		Serves as a member of the Water, Pesticides and Toxcis Team which liases with OW and OCSPP	Yes

Identify and train staff office personnel to become CORS; Grant Managers; IPA Coordinators to manage at program levels.	Other	This position creates coordination and a systematic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function.	1	POSTED	Yes
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	4	RTP	
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	3	RTP	
overall OPA management	Supv	OPA senior career manager	1	ERD	
Coordinate increased number of OPA FOIAs	Admin	Agency must respond to FOIAs	2	no action yet	
				PSB	
detailing attorney-advisors to the legislative oversight counsel to ensure the agency continues to meet its obligation to respond to oversight requests from Congress	Mandated	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigned to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	2	RTP	
Currently detailed to the legislative oversight team	Detail	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigned to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	N/A	EOD	
Rotating detailees to the team, including PMFs	Mandated	This action will be cancelled pending the reassignment of Laura Gomez to the team	N/A	RTP	
Rotating detailees to the team, including PMFs	Mandated	The Water, Pesticides and Toxics Team has one of the most active and high profile portfolios and as such they clearly align with the Administrator's priorities. TASCA implementation and WOTUS are two of the many major issues that this team handles.	6	RTP	

	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X		
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	14	X			Serves as a member of the Air Team, which works exclusively on air and climate policy, liaison with OAR	Yes
	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X		Serves as a member of the Appropriations and Cross-Cutting team which liaises with 11 program offices to include: OCFO, OARM, ORD, OP...	Yes

		Oil and gas issues continue to be an area of focus for the Agency. Jim stepped in to support the effort more than a year ago splitting his time between his OECA work and AO oil and gas coordination. Over time the oil and gas work has required more coordination and communication. Since much of the work is managed out of the AO, it makes sense to move Jim permanently to the AO and OCIR's Intergovernmental Relations office offers the regional and intergovernmental liaison functions to support the oil and gas portfolio.	7	OCIR	
Rotating detailees to the team, including PMFs	Mandated	Air and climate issues will continue to be an area of focus for Congress. OAR has an active regulatory program and the team must be fully staffed to handle the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload.	4	OCIR	
Rotating detailees to the team, including PMFs	Mandated	The Appropriations and Cross-Cutting Staff deals with a number of high profile, interdisciplinary issues spanning multiple program offices within the agency – in fact, the Appropriations and Cross-Cutting Staff liaise with more program offices (11) than any other congressional staff within the Office of Congressional Affairs. These offices include: OCFO; ORD; OARM; and OP. Laura Gomez brings the requisite experience to this position having served as a congressional liaison on the Appropriations and Cross-Cutting Staff previously. This will allow her to hit the ground running and become an immediate asset to the staff.	3	OCIR	

	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X			Serves as the supervisor for the State and Regional Partnerships Staff	Yes
	Recruit Program Analyst GS-0343-12/13	12/13		X		This position will manage and administer projects to enhance the agency's collaboration with states and tribes through NEPPS.	Yes
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X			Review medical info	Yes
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X	x	Conduct affirmative employment and statistical analysis	Yes
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X		Lead FAD backlog project	Yes

		The portfolio of the State and Regional Partnerships Staff is broad reaching and multidisciplinary, directly supporting the Administrator's priority of advancing Cooperative Federalism. The Staff's portfolio includes overseeing the National Environmental Performance Partnership System (NEPPS), managing the EPA's relationship and engagements with the Environmental Counsel of States (ECOS), and serving as the ombudsman for the EPA's Regional Offices. Currently, the State and Regional Partnerships Staff is without dedicated leadership to manage staff workload and the day-to-day activities of the group. For this reason, selecting an acting director to serve on a detail will be essential to providing stability and direction until a permanent director can be selected.			
Rotating detailees to the team	Supv		5	OAES	
		The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS.			
Rotating detailees to the staff	Mandated		1	OCIR	
Focus on processing requests and conduct limited training	Mandated	Comply with negotiated procedures	4	OCR	
Identify internal candidate w/experience analyzing statistical data	Other	Fill 1 of 4 vacancies on Affirmative Employ. Team	5	RTP	
Redistribute functions among EEO team leader and 2 OCR attorney FAD writers	Admin	Lead FAD backlog project	3	RTP	

	SES Director, OCR	SES	X	X		Serve as office director and principal advisor on employment discrimination matters	Yes
	Detail Deputy Director	15	X	X		Oversee office operations and development of annual MD-715 report	Yes
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X			
	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15		X	X	Critical support to Emergency Response, Consequence Management mission. Provides the dedicated support to address nuclear and biological issues across the agency. The ability to manage internal agency and the interagency coordination of nuclear and biological issues in the agency's capabilities to carry out its capability of the Agency and respond adequately to a terrorist incident.	Yes
OCHP	NONE						
OEX	Writer/Editor	11/12/13	X			Compose, edit and process correspondence for the Administrator's signature	
SAB	NONE						
OSBDU	NONE						
OP	NONE						

Continue to fill through details	Supv	Establish long-term leadership	1	POSTED	
Fill through internal reassignment when interim period ends	Detail	Help oversee operations to resolve FAD backlog and develop annual MD-715 report.	2	OCR	
	NC Appt		1	WHL	
The respective Deputy Office Administrator and other employees undertake much of these activities themselves.	Mandated	Environmental Engineer is critical since the office is small and has a huge portfolio of homeland security functions. This will also allow the office administrator to focus on leading and managing core operational functions without the additional burden or distractions.	2	CERT IN OHS	Yes
Eliminate some correspondence-related functions to allow a single writer/editor to meet all writing needs	Admin	OEX is under its FY18 interim ceiling and cannot continue to meet all correspondence-related tasks without additional support	1	OEX	

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AO FTE COUNT

<u>OFFICE</u>	<u>FTE ALLOCATION</u>	<u>CURRENT FTE COUNT</u>	<u>PAID DETAILEES*</u>
IO	23.8	38	4.5
OAES	18.9	20	2
OCR	24.6	19	3
OCHP	15.4	14	0
OCIR	51.6	49	5
OEX	14.6	13	0
OHS	9.7	9	0
OPA	38.9	36	1
OPE	12	7	1
EE	6.1	5	0
OSDBU	11.3	12	0
SAB	21.6	21	0
OP	140.9	127	0
TOTALS	389.4	370	16.5

*INCLUDED IN CURRENT FTE COUNT

IO:	Paid detailees:	Hema Subramaniam OW, Carly Carroll OPEEE, Silvina Fonseca OECA (paid 50/50) Juanita Jenkins, Helena Wooden-Aguilar OECA
	External Recruits:	N/A
	Internal Recruits:	Mgmt Analyst GS-0343-14, Prgm Analyst GS-0343-014, Staff Assistant GS-0301-13
OCI:		10 Positions pending reorg, 5 from OP/OSEM, not counted in current IO FTE count
OAES:	Paid detailees:	Michael Quarles OAR, Connie Eng ORD
	External Recruits:	Program Analyst GS-0343-14, IT Specialist GS-2210-07/09

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PERMANENT CAREER	NON-CAREER	ENDING RECRUIT ACTION	
		EXTERNAL	INTERNAL
12	18	0	3
18	0	2	2
16	0	2	1
14	0	0	0
37	7	3	0
12	1	0	0
9	0	2	0
27	8	3	0
5	1	1	0
5	0	0	0
12	0	0	0
21	0	0	0
122	5	0	3
310	40	13	9

	Internal Recruits:	Admin. Officer GS-0341-09, Program Analyst GS-0343-13
OCR:	Paid detailees:	Tanya Lawrence OECA, Sandra Carey OW, Jeffrey Page OECA
	External Recruits:	Equal Employment Specialist GS-0260-12, SES Director
	Internal Recruits:	Reasonable Accommodations Coordinator GS-0260-13
OCHP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
OCIR:	Paid detailees:	Kristien Knapp OAR, Karen Thundiyil OP, Ryan Yaeger OARM, Elizabeth Skane OW, Ericka Farrell OGC
	External Recruits:	2 Congressional Liaison Specialists GS-0301-13, Program Analyst GS-0343-12/13
	Internal Recruits:	N/A
OEX:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	2 WCF not counted in FTE
OHS:	Paid detailees:	N/A
	External Recruits:	Environmental Scientist GS-1301-15, AA for OHS ES-0340
	Internal Recruits:	N/A
OPA:	Paid detailees:	George Hull (detailed into OLEM, OPA paying)
	External Recruits:	2 Multi-Media Production Specialists GS-1001-14, SES Director
	Internal Recruits:	N/A
OPE:	Paid detailees:	Ted Coopwood OCHP
	External Recruits:	Public Affairs Specialist GS-1035-13
	Internal Recruits:	N/A
EE:	Paid detailees:	N/A
	External Recruits:	N/A

	Internal Recruits:	N/A
OSDBU:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
SAB:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	5 FTE allotted for all the SGEs
OP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	3 Economist Leaders GS-15

PENDING ACTIONS & NEW REQUESTS		Grade	Internal	External	Impact on VERA/VSIP
<i>Sample</i>	<i>Assistant Director for AEAS (Team Lead)</i>	15	X	X	
IO	Recruit Staff Assistant	13	X		
	Recruit Management Analyst (Team Leader)	14			X
	Accrete Travel Coordinator (Lead)	14			X
OCI*	Director OCI (pending reorg)	SES		X	
	Communications Specialist (pending reorg)	13/14		X	
	Data Specialist (pending reorg)	13/14		X	
	Staff Assistant (pending reorg)	09/11/12		X	
	Program Analyst (pending reorg)	14		X	
	Program Analyst (pending reorg)	12/13		X	
	Program Analyst (pending reorg)	12/13		X	
	Program Analyst (pending reorg)	12/13		X	
	Program Analyst (pending reorg)	12/13		X	
	Program Analyst (pending reorg)	12/13		X	
OAES	Recruit IT Specialist GS-2210-7	7		X	
	Reassignment Staff Assistant GS-12	12		X	
	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X		
	Recruit Program Analyst	14		X	X
OPA	Multi-Media Production Specialist (Photography)	14		X	X
	Multi-Media Production Specialist (Graphics Motion)	14		X	X
	SES PDAA, OPA	SES			
OPEEE	Reassignment Public Affairs Specialist	13	X		
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	14		X	
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X	
	Recruit Congressional Liaison Specialist	13	X	X	
	Recruit Congressional Liaison Specialist	13	X	X	
	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	13	X		
	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X	
	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X		
	Recruit Program Analyst GS-0343-12/13	12/13		X	
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X		No
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X	No
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X	No

JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Agency must submit report to EEOC by March 2018	3	OCR	
		RTP	
		OAES	
		OAES	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		PENDING	
		RTP	
		HOLD	
		POSTED	
		RTP	
		RTP	
		ERD	
		PSB	
		RTP	
		EOD	
		RTP	
		RTP	
		OCIR	
		OCIR	
		OCIR	
		OAES	
		OCIR	
Comply with negotiated procedures	3	OCR	
Fill 1 of 4 vacancies on Affirmative Employ. Team	6	RTP	
Lead FAD backlog project	2	RTP	

	SES Director, OCR	SES	X	X	No
	Detail Deputy Director	15	X		No
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X	
	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15		X	X
OCHP	NONE				
OEX	NONE				
SAB	NONE				
OSBDU	NONE				
OP	NONE				

Serve as office director and principal advisor on employment discrimination matters	Yes	Continue to fill through details	Supv
Oversee office operations and development of annual MD-715 report	Yes	Fill through internal reassignment when interim period ends	Detail

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Establish long-term leadership	4	POSTED	
Help oversee operations to resolve FAD backlog and develop annual MD-715 report.	5	OCR	
		WHL	
		CERT IN OHS	

AO FTE COUNT

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OCIR	51.6	49	5
OEX	14.6	13	0
OHS	9.7	9	0
OPA	38.9	36	1
OPE	12	7	1
EE	6.1	5	0
OSDBU	11.3	12	0
SAB	21.6	21	0
OP	140.9	127	0
TOTALS	389.4	370	16.5

*INCLUDED IN CURRENT FTE COUNT

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	External Recruits:	N/A
	Internal Recruits:	Mgmt Analyst GS-0343-14, Prgm Analyst GS-0343-014, Staff Assistant GS-0301-13
OCI:		10 Positions pending reorg, 5 from OP/OSEM, not counted in current IO FTE count
OAES:	Paid detailees:	Michael Quarles OAR, Connie Eng ORD
	External Recruits:	Program Analyst GS-0343-14, IT Specialist GS-2210-07/09

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PERMANENT CAREER	NON-CAREER	ENDING RECRUIT ACTION	
		EXTERNAL	INTERNAL
12	18	0	3
18	0	2	2
16	0	2	1
14	0	0	0
37	7	3	0
12	1	0	0
9	0	2	0
27	8	3	0
5	1	1	0
5	0	0	0
12	0	0	0
21	0	0	0
122	5	0	3
310	40	13	9

	Internal Recruits:	Admin. Officer GS-0341-09, Program Analyst GS-0343-13
OCR:	Paid detailees:	Tanya Lawrence OECA, Sandra Carey OW, Jeffrey Page OECA
	External Recruits:	Equal Employment Specialist GS-0260-12, SES Director
	Internal Recruits:	Reasonable Accommodations Coordinator GS-0260-13
OCHP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
OCIR:	Paid detailees:	Kristien Knapp OAR, Karen Thundiyil OP, Ryan Yaeger OARM, Elizabeth Skane OW, Ericka Farrell OGC
	External Recruits:	2 Congressional Liaison Specialists GS-0301-13, Program Analyst GS-0343-12/13
	Internal Recruits:	N/A
OEX:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	2 WCF not counted in FTE
OHS:	Paid detailees:	N/A
	External Recruits:	Environmental Scientist GS-1301-15, AA for OHS ES-0340
	Internal Recruits:	N/A
OPA:	Paid detailees:	George Hull (detailed into OLEM, OPA paying)
	External Recruits:	2 Multi-Media Production Specialists GS-1001-14, SES Director
	Internal Recruits:	N/A
OPE:	Paid detailees:	Ted Coopwood OCHP
	External Recruits:	Public Affairs Specialist GS-1035-13
	Internal Recruits:	N/A
EE:	Paid detailees:	N/A
	External Recruits:	N/A

	Internal Recruits:	N/A
OSDBU:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
SAB:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	N/A
	Note:	5 FTE allotted for all the SGEs
OP:	Paid detailees:	N/A
	External Recruits:	N/A
	Internal Recruits:	3 Economist Leaders GS-15

PENDING ACTIONS & NEW REQUESTS		Grade	Internal	External	Impact on VERA/VSIP	CRITICAL FUNCTIONS	CRITICAL POSITION
<i>Sample</i>	<i>Assistant Director for AEAS (Team Lead)</i>	15	X	X		<i>Lead team through the Manage MD-715 Report</i>	<i>Yes</i>
IO	Recruit Staff Assistant	13	X				
	Recruit Management Analyst (Team Leader)	14			X		
	Accrete Travel Coordinator (Lead)	14			X		
OCI*	Director OCI (pending reorg)	SES		X			
	Communications Specialist (pending reorg)	13/14		X			
	Data Specialist (pending reorg)	13/14		X			
	Staff Assistant (pending reorg)	09/11/12		X			
	Program Analyst (pending reorg)	14		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
OAES	Recruit IT Specialist GS-2210-7	7		X			
	Reassignment Staff Assistant GS-12	12		X			
	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X				
	Recruit Program Analyst	14		X	X		
OPA	Multi-Media Production Specialist (Photography)	14		X	X		
	Multi-Media Production Specialist (Graphics Motion)	14		X	X		
	SES PDAA, OPA	SES					
OPEEE	Reassignment Public Affairs Specialist	13	X				
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	14		X			
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X			
	Recruit Congressional Liaison Specialist	13	X	X			
	Recruit Congressional Liaison Specialist	13	X	X			
	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X		
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	13	X				
	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X			
	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X				
	Recruit Program Analyst GS-0343-12/13	12/13		X			
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X				
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X			
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X			

ALTERNATIVES TO MEETING OBJECTIVES	PRIORITY CATEGORY	JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Short -Term Detail to ensure report is coordinated and processed to meet EEOC's requirements and due date Long-Term - no alternative; this position is critical to OCR's management function	Mandated	Agency must submit report to EEOC by March 2018	3	OCR	
				RTP	
				OAES	
				OAES	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				RTP	
				HOLD	
				POSTED	
				RTP	
				RTP	
				ERD	
				PSB	
				RTP	
				EOD	
				RTP	
				RTP	
				OCIR	
				OCIR	
				OCIR	
				OAES	
				OCIR	
				OCR	
				RTP	
				RTP	

	SES Director, OCR	SES	X	X			
	Detail Deputy Director	15	X				
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X			
	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15	X	X	X	Critical support to Emergency Response, Consequence Management mission. Provides the dedicated support to address nuclear and biological issues across the agency. The ability to manage internal agency and the interagency coordination of nuclear and biological issues in the agency's capabilities to carry out its capability of the Agency and respond adequately to a terrorist incident.	Yes
OCHP	NONE						
OEX	NONE						
SAB	NONE						
OSBDU	NONE						
OP	NONE						

				POSTED	
				OCR	
				WHL	
The respective Deputy Office Administrator and other employees undertake much of these activities themselves.	Mandated	Environmental Engineer is critical since the office is small and has a huge portfolio of homeland security functions. This will also allow the office administrator to focus on leading and managing core operational functions without the additional burden or distractions.	1	CERT IN OHS	Yes

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**U.S. Environmental Protection Agency
Request for
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority
for
Office of the Administrator**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Template for Combined VSIP/VERA Request**

Attachments:

Attachment 1 – Current Organization Chart

Attachment 2 – New Organization Chart

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs/VERAs to be
Offered to Targeted Positions by Office and Series**

**U.S. Environmental Protection Agency
Office of the Administrator
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority**

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through May 1, 2014, for the use of Voluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out) for the Office of the Administrator (AO). The AO will use these authorities to:

- **Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with the appropriate skill mix and reduce administrative support positions through efficiencies and technology;**
- **Reshape AO's workforce, recognizing the need for new skills in key areas of AO as well as the need to accelerate Next Generation communications and technology, collaboration and community outreach skills and abilities;**
- **Create hiring opportunities to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization;**
- **Reduce and rebalance the current top-heavy GS-14/15 grade structure to create backfill opportunities for recruiting at lower grade levels;**
- **Implement a strategic workforce succession plan to ensure mission critical positions are filled; and**
- **Assist in reaching lower FTE ceilings and controlling escalating payroll costs.**

Restructuring the Administrative Support Workforce

Evolving technology, business processes and efficiencies have changed the way the offices within AO accomplish their administrative workload. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. Despite having undertaken only minimal external administrative support hiring over the past decade, AO's 50-person administrative support staff remains a disproportionately large share of our 407 on-board workforce – 12.3%. Moreover, declining travel resources as well as the ability to hold virtual meetings has reduced the ability and need to travel, resulting in a commensurate reduction in the travel support workload. Consolidation of the staff providing support to arrange, book and prepare appropriate documentation for travel will bring greater efficiencies within AO. The centralization effort will yield economies of scale and improved controls by ensuring consistent application of federal and agency travel policies and protocols across the offices. We seek to target 48 positions in occupational series 301, 303, 318, and 326 ranging in grade from GS-3 to GS-13 for a maximum of 38 VERA/VSIP offers. As part of our efforts to reshape the workforce, seven of the positions that are vacated would be used to hire, at the entry level with a full performance level of GS-12, staff responsible for records management and eDiscovery as well as staff with stronger technology and writing skills with a citizen/constituent

[PAGE * MERGEFORMAT]

background. Two vacated positions will be used to hire Designated Federal Officials in the Science Advisory Board to support the Administrator's theme of Strong Science.

Restructuring the Nonsupervisory GS 14/15 Workforce

Over time, there has been a proliferation of nonsupervisory high-graded (i.e., GS-14 and GS-15s primarily in the GS-343 series) positions in AO. Currently, 54% of AO's GS workforce is at the GS-14 and GS-15 levels. With the exception of the Office of General Counsel which has higher-graded attorney positions, this percentage is significantly higher than the other headquarters' support offices. Only 4.3% of AO's GS-14s are in supervisory or team leader positions (95.7% of AO's GS-14s are non-supervisory) and 44% of AO's GS-15s are supervisory (56% are non-supervisory). For some of these positions, the work has become less of an agency priority or is no longer cutting edge and, as such, no longer fully supports a highly-graded stand-alone position. Other vacated positions could be filled at a lower grade level (lower promotion potential) thus saving payroll dollars.

Both the VSIP and VERA opportunities will be offered to staff in targeted series in the ten staff offices within the AO. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape their offices. This proposal sets a maximum number of VSIP/VERAs to be offered for each series in each office. The AO will target 282 positions and up to 217 offers will be authorized. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent position of record, occupational series and grade level. Should decisions need to be made about who receives VERA/VSIPs, they will be based upon the employee's official Service Computation Date-LEAVE, with preference given to those with the highest number of years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The AO provides overall leadership and direction to the agency. The Administrator is responsible to the President, and is assisted by the Deputy Administrator and staff offices including: Civil Rights, Small Business Programs, Children's Health Protection, Science Advisory Board, Executive Services, and the Executive Secretariat. In addition, the Administrator is assisted by Associate Administrators for Congressional and Intergovernmental Relations, External Affairs and Environmental Education, Policy, and Homeland Security. The AO has approximately 400 employees and a budget of \$100M. The ten offices that comprise AO each address critical functions and provide valuable services to the agency; they also vary significantly in size, reflecting decisions made and priorities set in the past. As AO moves to realign itself to meet the mission needs and priorities of this Administration, including climate change, partnerships, communities, and high performing organizations, while managing to reduced FY 2015 FTE ceilings, it is critical that offices create hiring opportunities to meet the changing skill needs of their organization. AO's attrition rate has dropped from 14.55% in FY 2011 to 7.19% in FY 2013. VERA/VSIP authorities will be targeted to all of the offices within AO to assist AO in achieving sufficient flexibility so that, in concert with training opportunities, AO will be in a position to strategically conduct workforce planning to ensure its workforce has the necessary skills to meet changing workload priorities and shifts in mission-critical functions while successfully reshaping its workforce with Next Generation, collaboration and community outreach, and technological skills.

The Immediate Office of the Administrator provides leadership and direction to the agency in implementing the Administrator's goals and priorities. The Administrator has established the following themes to guide the agency in moving forward to protect public health and the environment: climate

change, working toward a sustainable future, placing an emphasis on partnerships and workplace collaboration, making a visible difference in communities, leading across organizational boundaries, and leading a high-performing organization through the power of data and by engaging employees. Implementing these goals will require a workforce with strong collaboration, technological and community-outreach skills. A VERA/VSIP will create vacant positions, thereby enabling AO to consolidate its administrative functions and reshape its workforce by strategically hiring staff to fill the skill gaps while also reducing its average grade.

EPA's Office of Civil Rights (OCR) in the Office of the Administrator (AO) provides leadership, direction, and guidance in carrying out the agency's equal employment programs. OCR provides policy and technical assistance to EPA's headquarters offices, regional offices and laboratories located throughout the country in carrying out their responsibilities related to civil rights and in complying with equal employment opportunity laws and regulations. OCR is in the process of reinventing itself into a model civil rights office. The office was recently reorganized to transfer the Special Emphasis Program Management functions to the Outreach, Diversity and Collaboration Staff in the Office of Administration and Resources Management to enable OCR to concentrate more strategically on the barrier analysis and action plans of the MD-715 Report. The VERA/VSIP will create vacancies whereby the office can hire staff with stronger analytical and legal skills, thereby strengthening its Title VI and Title VII programs and the agency's MD-715 process. The VERA/VSIP also will be an additional tool OCR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Small Business Programs supports the protection of human health and the environment by advocating and advancing the business, regulatory, and environmental compliance concerns of small and socio-economically disadvantaged businesses and minority academic institutions. It establishes policies, guidance and assistance to small and disadvantaged businesses, including small businesses in rural areas, minority businesses, women-owned businesses and other socio-economically disadvantaged businesses and minority academic institutions. The VERA/VSIP will be an additional tool OSBP can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Children's Health Protection works to ensure that all EPA actions and programs address the unique vulnerabilities of children. The goals of the office are to reduce negative environmental health impacts on children through rulemaking, policy, enforcement actions, research, and application of science that focuses on prenatal and childhood vulnerabilities, protects children through safe chemicals management, coordinates national and international community-based programs to eliminate threats to children's health and measures and communicates progress on children's environmental health. The VERA/VSIP will enable the office to lower its grade level while enabling it to staff program management vacancies with environmental protection specialists or general scientists to strengthen its scientific/technical workforce.

The Science Advisory Board Staff Office provides management and technical support for the Science Advisory Board (SAB), the Clean Air Scientific Advisory Committee (CASAC), and the Advisory Council on Clean Air Compliance Analysis (Council) in delivering independent, high quality technical and scientific advice to the EPA Administrator through an open and transparent process. A VERA/VSIP will be an additional tool the SAB can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. The VERA/VSIP is being offered to SAB's GS-15 Designated Federal Officials. Should any GS-15s or administrative staff accept the VERA/VSIP opportunity, the vacated positions would be filled by Designated Federal Officials at the GS-14 level.

The Office of Executive Services (OES) serves as the central administrative management component supporting the AO, and as such plans, manages, reports, advises and initiates programmatic operations associated with human resources management and organizational development; budget formulation and execution; financial management, systems development; information technology and security/Continuity of Operations Program (COOP) management, and audit management. The VERA/VSIP will be an additional tool OES can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. Given the recent reorganization whereby 10% of AO's staff were transferred to the Office of Administration and Resources Management, the number of administrative support staff required to provide human resources and financial management support to AO has decreased. Therefore, two of the vacant positions achieved through VERA/VSIP could be eliminated. While OES would not target the information security officer position, the GS-15 database developer position would be targeted for the VERA/VSIP as it could be filled at a lower level with an individual with the new collaboration suite skills set.

The Office of the Executive Secretariat (OEX) serves as the correspondence, records management, and Freedom of Information Act hubs of the AO. OEX manages executive correspondence, oversees the AO FOIA process, maintains the Administrator's and Deputy Administrator's records, ensures the AO meets its records management responsibilities, and manages the Correspondence Management System. A VERA/VSIP will provide opportunities to hire a staff that is more technologically-savvy and has a citizen/constituent background and stronger writing skills.

The Office of Congressional and Intergovernmental Relations (OCIR) serves as EPA's principal point of contact for Congress, states and local governments. The office serves as liaison with these constituencies on the agency's major programs (e.g., air, pesticides, water, waste, enforcement) as well as on intergovernmental issues. The VERA/VSIP will be an additional tool OCIR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. OCIR would also look at restructuring its current team makeup, consolidating and reducing the current number of supervisors. OCIR would assess its need for multiple attorneys, scientists, and environmental protection specialists, look to retain where appropriate, but replace where that skill is not essential for the duties of the position. In addition, it will create vacancies to enable the office to hire staff with stronger technological and collaboration skills.

The Office of External Affairs and Environmental Education is the primary office for all agency communications, speechwriting, media relations and public engagement activities. In addition, the office leads and coordinates with other EPA programs the promotion of environmental literacy, in accordance with the National Environmental Education Act of 1990. The Associate Administrator is the principal advisor to the Administrator on strategic communications, serves as the agency's principal spokesperson with the news media, and is the agency's principal liaison with the White House on all agency communication issues. A VERA/VSIP will enable the office to create vacancies so it can hire staff with crisis communications, social media, video engineering and security, website design and management, and employee communications backgrounds and experience to meet the emerging needs of the office. In addition, the office will also look to hire at lower grade levels as it strengthens the technical skills of its staff.

The Office of Policy (OP) consists of five offices: (1) the National Center for Environmental Economics (NCEE), which provides technical support to program offices when analyzing the benefits, costs, Environmental Justice, and other economic impacts of environmental regulations and policies; (2) the Office of Regulatory Policy and Management (ORPM), which provides support to EPA's program and regional offices as they develop regulations, policies, and guidance and advises agency senior decision-makers on regulatory and policy developments and EPA's upcoming priority rulemakings,

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produces the Regulatory Agenda, and maintains the agency's internal management systems (ADP Tracker and Scout); (3) the Office of Strategic Environmental Management (OSEM), which helps improve the effectiveness and efficiency of EPA's current programs and makes strategic policy and governance changes necessary to meet the agency's goals through analysis of emerging issues, program evaluation, and deployment of strategic management practices; (4) the Office of Sustainable Communities (OSC), which collaborates with other EPA programs, federal agencies, regional, state, and local governments, and a broad array of non-governmental partners to help communities become stronger, healthier, and more sustainable through smarter growth and green building, and (5) the Immediate Office, which provides overall direction and administrative support for OP, as well as leading agency efforts associated with climate change adaptation planning and implementation. A VERA/VSIP will assist the OP in reaching its lower FTE ceiling, reducing the number of non-supervisory GS-14/15s, and hiring staff with the necessary analytical and technological skills to meet changing priorities. For example, while the National Center for Environmental Economics in the OP relies on economists for most of its work, it currently has a need for experts in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes. The EPA Administrator has recently directed OSEM to strategically deploy or scale-up business process improvements (BPIs), such as Lean, and develop strategies to achieve organizational excellence within the agency, which will require people with experience in the application of these tools. Additionally, OSEM's role in sustainability was recently elevated by the EPA Administrator, who has assigned OP/OSEM the responsibility for incorporating the principles of sustainability more fully than they presently are in EPA's policies, programs and regulations. Consequently, OSEM will be looking for staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment. The OSC is responsible for making a visible difference in the environment at a community level and will be looking for the opportunity to fill any vacancies created by VERA/VSIP with individuals who are skilled in application of community-based approaches to environmental protection. Finally, while VERA/VSIP will create vacancies to enable OP to hire staff with the necessary technical skills, it will also serve as an additional tool OP can use as part of AO's ongoing efforts to consolidate and streamline its administrative functions.

The Office of Homeland Security (OHS) leads homeland security policy development and coordinates homeland security activities across the agency, including EPA's prevention, preparedness, response, and recovery for nationally-significant emergencies such as terrorist attacks, natural disasters, and large-scale accidents. A VERA/VSIP will be an additional tool OHS can use as part of AO's ongoing efforts to consolidate its administrative functions. We would also eliminate the attorney-advisor position.

III. Reshaping the Workforce

Although the mission of AO has not changed dramatically, the way AO successfully meets its goals has. To successfully implement the Administrator's themes using Next Generation communication and collaboration tools as part of our outreach efforts to communities and under-represented groups, AO's workforce needs the skills to collaborate and work in a team environment; to communicate effectively with diverse communities; to provide thorough analyses and quality assurance as well as strong technological skills, knowledge and awareness of multi-media environmental issues, and awareness of external interests and stakeholders as part of our One EPA approach.

Under the current hiring restrictions, as AO works to reach its reduced FTE levels and operate effectively within reduced funding levels, AO is unable to hire to acquire a workforce with the necessary mission-critical skills. AO can take steps to strengthen collaboration and technological skills in the current workforce through training, developmental assignments and detail opportunities. However, to

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acquire Next Generation and community outreach skills, we will need to create vacancies so AO will be able to recruit a workforce to meet the needs of the future. This request for VERA and VSIP authority will provide AO with increased flexibility to reshape its future workforce by providing incentives for existing staff in targeted positions to retire or resign, thereby opening up available FTE slots to be used to recruit people with stronger technology and team-oriented skills.

AO ran a process with the staff office directors and the associate administrators of each of AO's ten offices to determine which offices required the use of VERA and VSIP to achieve the goals of downsizing, restructuring, reshaping and implementing succession planning. In addition to targeting at the office level, further workforce planning resulted in decisions related to which classification series within an office should be open to these authorities. Senior management set VERA/VSIP maximums at the series level by office to assure sufficient incentives were made available to all who are eligible. Throughout the targeting discussions, care was given to assure that the implementation of these VERA and VSIP authorities would not have a negative impact on AO's mission-critical activities.

AO needs to take steps to reshape its workforce to implement the Administrator's mandated priorities. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-based outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed 20 or 30 years ago and have changed dramatically even within the past few years.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time-keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERA/VSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Implementing AO's Succession Planning

Recognizing that workforce and succession planning are on-going efforts, AO hopes to be able to move forward with developing and implementing strategies to close the workforce gaps created by the hiring freeze of the past two years. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP.

In addition to providing flexibility to hire staff with the skills required to meet our organization's mission in the next three to five years and redeploy expected savings towards mission critical areas, VERA/VSIP authorities will assist AO in hiring staff with the technological and collaborative skills needed for the workforce of the future. Furthermore, with limited turnover in higher-graded positions, employees are more likely to move out of AO for career advancement reasons. AO needs to take steps to hire and retain these individuals in order to implement a successful succession plan.

Because of reduced FTE levels and declining resources, AO has essentially been under a hiring freeze for the past two years, creating a situation where the offices are unable to hire staff with the necessary skills to meet the changing needs of its organization. In addition to offering new training opportunities to current staff, it will be critical to have flexibility to hire staff with new skills if AO is to be successful in reshaping its workforce. Each voluntary separation created through the use of the VSIP and VERA authority will be carefully evaluated, with an overall goal of ensuring that staffing levels for AO do not exceed its FY15 staffing level requirements while enabling AO to strategically plan for and design a hiring strategy to fill its Next Generation skill gaps and provide an opportunity for workforce succession planning.

IV. Budget Neutrality/Costs/Savings

Budget Neutrality

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the Office of the Administrator's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future fiscal year appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail the calculations supporting this certification and demonstrate that this request assures budget neutrality for the fiscal years 2014 through 2016. Table A provides the calculation of the maximum direct costs associated with the VERA and VSIP. Table B provides the calculations of the cost savings associated with VERA and VSIP for FY 2014 through FY 2016. As outlined in Table A, the total maximum cost associated with the VERA and VSIP, including the cost of the buyout incentive and maximum associated lump-sum annual leave payouts upon departure are estimated at \$8,446,682. Table B outlines the savings resulting from the VERA and VSIP authority for FY 2014 through FY 2016 which are estimated at approximately \$59,747,423. These savings will be used to support lower overall budget levels as well as AO's ongoing program goals and responsibilities.

If AO's available budget is impacted adversely by future spending bills and/or sequestration, the Office of the Administrator will ensure compliance with all applicable funding restrictions while meeting the

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financial requirements of this authority, if approved. If necessary, AO will adjust its hiring plans pursuant to the departure of staff under this authority to ensure that resources made available in the FY 2014 Operating Plan are sufficient to meet the overall needs of the organization including the costs associated with the VERA/VSIP authority.

Table A-- Direct Costs:

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 3)	
217 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$5,425,000
Annual Leave Buyout for 217 Targeted Positions for VERA, Optional Retirement or Resignation* (48.35 per hr. X 288 AL hours) X 217	\$3,021,682
Total Maximum Direct Costs	\$8,446,682

Table B--Estimated Savings:

Table B - Estimated Savings for FY 2014 through FY 2016				
	FY 2013 Payroll	Estimated FY 2014 Savings	Estimated FY 2015 Savings	Estimated FY 2016 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)**	\$66,150,000	\$66,150,000	\$66,150,000	\$66,150,000
B. Payroll Savings (Payroll for 217 VERA/VSIP targeted positions with April 4, 2014 Buyout Date)*		-\$14,560,917	-\$29,121,834	-\$29,121,834
C. Working Capital Fund Savings***		-\$726,950	-\$1,453,900	-\$1,453,900
D. VSIP Buyout (\$25,000 X 217)		\$5,425,000		
E. Leave Payout Estimate (presumes 240 hours at average salary plus 8 hours for 6 payperiods from Jan-April 2014 = 288 hours AL)*		\$3,021,681		
F. Payroll for 40 new hires****		\$906,418	\$3,323,240	\$3,983,200
G. Working Capital Costs*** for 40 New Hires		\$156,333	\$268,000	\$268,000
Total Costs (A+B+C+D+E+F+G)	\$66,150,000	\$60,371,565	\$39,165,506	\$39,165,506
Total Projected Savings with VERA/VSIP		\$5,778,435	\$26,984,494	\$26,984,494

Notes:

* Calculations are based on a GS-13, Step 5 in Washington, D.C. The GS-13, Step 5 salary cost was determined based upon the average cost of the GS-13, Step 5 pool of AO employees.

FY 2013 annual salary for a GS-13, Step 5 is \$100,904 or \$48.35 per hour. A 33% increase to account for benefits and other costs brings it to \$134,202.

** Total FY 2013 AO payroll includes furlough savings mandated by sequestration.

*** Working Capital Fund costs are based on \$6,700 per position per year for computer, telephone and internet access.

**** Calculations are based on GS-9, Step 1 in Washington, D.C. Annual salary is \$51,630. A 33% increase to account for benefits and other costs brings it to \$68,668 annually. To maintain budget neutrality, hiring projections are based on 33% of year for FY 2014.

Hires in FY 2014 promoted to GS-11 in second half of FY 2015 estimated to cost \$83,081 annually.

Hires in FY 2014 promoted to GS-12 in second half of FY 2016 estimated to cost \$99,580 annually.

Total Estimated Hires of 40 is calculated for 1/3 year in FY 2014.

Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. At a minimum, there might be an insignificant amount of formal training due to reassignments or realignments of duties. The indirect benefits, however, will include the more effective and efficient utilization of AO's FTEs and the elimination of redundancies in the administrative work processes.

Positions vacated as a result of this authority will not be automatically backfilled, but will be reviewed on a case-by-case basis to ensure AO's ability to meet the Agency mission. Vacancies created as a result of the VERA/VSIP will be used to recruit employees with new skill mixes to create a workforce for the future.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: Environmental Protection Agency

Covered Component(s): Office of the Administrator

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

AO needs to reduce, rebalance grade levels and restructure our workforce to provide opportunities to recruit the new skills and abilities needed to support its stronger technological and community outreach/collaboration and partnership efforts as well as its Next Generation workforce succession planning strategy. Technology is changing the way EPA does business and moving it towards a more technical and smaller workforce. As we transition to using more technology to gain efficiencies and do

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our job differently, we need to look to a new skill set to be able to accomplish our mission with the right number of FTE. We also need to continuously examine our workforce to ensure that we have a Next Generation workforce at the appropriate grade levels so AO can perform its mission critical functions within its FTE and budget resources.

Reshape AO's workforce, recognizing the need for new skills in key areas of AO. AO needs to take steps to reshape its workforce. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed even five years ago. AO needs to reshape its administrative support workforce to meet changing needs brought on by changing technology. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus cutting down the need for copying services. In addition, AO is exploring options to consolidate its administrative operations to achieve greater efficiencies. The VERA/VSIP will serve as a tool to help AO achieve this workforce of the future.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time-keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, and FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERA/VSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Implement AO's workforce succession planning. Recognizing that workforce and succession planning are on-going efforts, AO is continuing to review its strategic workforce planning process by assessing its current workforce and forecasting future workforce needs, identifying workforce gaps, and developing

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and implementing strategies to close the workforce gaps. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP, particularly given its current low attrition rates and limitations on hiring.

Assist the Office in reaching lower FTE ceilings and lower grade levels. Because of reduced FTE and budget levels, AO has been unable to fill critically important positions for the past two years. Consequently, AO has been unable to hire staff with the necessary skills to perform its mission critical functions.

2. Identify the end date for separations under VSIP and VERA.

The time period is from the date of approval through May 1, 2014, with a separation date no later than April 4, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 3.

4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

See Attachment 3 for detailed information for organizational unit, occupational category and grade levels:

- We plan to offer VSIPs to GS-0301: Staff Assistants and Program Specialists at the GS-7 and above level throughout AO in Washington, D.C.
- We plan to offer VSIPs to GS-0303: Congressional & Intergovernmental External Liaison positions, Administrative Assistant and Information Management Clerks at the GS-6 and above level in the Immediate Office, OEX and OCIR in Washington, D.C.
- We plan to offer VSIPs to GS-0318: Secretaries at the GS-8 and above level in OP-ORPM, OES, and OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-0326: Office Automation Clerks at the GS-3 and above level in OEAE and OEX in Washington, D.C.
- We plan to offer VSIPs to GS-0343: Program/Management Analysts at the GS-11 and above level throughout AO in Washington, D.C.
- We plan to offer VSIPs to GS-0028: Environmental Protection Specialists at the GS-9 and above level in OP, SAB and OCIR in Washington, D.C. with one employee in Region 9, San Francisco, CA; one in Region 10, Seattle, Washington and one in RTP, North Carolina.

- We plan to offer VSIPs to GS-0110: Economists at the GS-13 and above level in OP and SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0101: Social Scientists at the GS-13 and above level in OP in Washington, D.C.
- We plan to offer VSIPs to GS-0401: Life Scientists at the GS-13 and above level in OP and SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0415: Toxicologists at the GS-15 level in SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0819: Environmental Engineers at the GS-14 level in OP in Washington, D.C.
- We plan to offer VSIPs to GS-1301: Environmental Scientists at the GS-14 and 15 levels in OP, SAB and OCIR in Washington, D.C.
- We plan to offer VSIPs to GS-0260: Equal Employment Opportunity Managers at the GS-14 level in OCR in Washington, D.C.
- We plan to offer VSIPs to GS-1860: Equal Opportunity Investigators at the GS-12 level in OCR in Washington, D.C.
- We plan to offer VSIPs to GS-0560: Budget Analysts at the GS-14 level in OES in Washington, D.C.
- We plan to offer VERA/VSIP to GS-2210: Information Technology Specialists at the GS-11 and above level in OP, OES and OEAE in Washington, D.C. (NOTE: VERA/VSIP will not be offered to IT security positions).
- We plan to offer VSIPs to GS-1035: Public Affairs Specialists at the GS-12 and above level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1001: Communications and Web Communications Specialists at the GS-11 and above level in OP and OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1060: Photographers at the GS-13 level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1071: Audiovisual Production Specialists at the GS-12 and above level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1084: Visual Information Specialists at the GS-13 level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-0905: Attorney Advisors at the GS-14 and above level in OP, OEX, OCIR and OHS in Washington, D.C. and one in Region 3, Philadelphia, PA.

- We plan to offer VSIPs to GS-1082: Writer-Editors at the GS-12 level in OEX in Washington, D.C.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to \$25,000).

AO will approve up to 217 VSIPs, totaling a maximum of \$5,425,000. AO is planning on a maximum VSIP amount of no more than \$25,000 per VSIP eligible employee, or the amount of severance pay to which an employee is entitled (whichever is less).

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The positions targeted for VERA/VSIP require incumbents with different skill mixes or are positions with functions that could be consolidated or filled at lower grade levels. Therefore, AO's senior managers will work to reshape its workforce and restructure positions or, as able given budgetary limitations, recruit for new skill mixes on a case-by-case basis. This work will be accomplished in a transparent fashion. It is anticipated that the vacancies created by the VERA/VSIP will allow management greater flexibility to consolidate administrative functions, thus achieving greater efficiencies while maximizing the utilization of our resources. Additionally, mission-critical positions will be filled with staff who possess technological and collaboration skills required as part of the workforce for the future.

Vacancies created in the administrative series (GS-301, 303, 318 and 326) will provide opportunities for greater efficiencies by streamlining and consolidating administrative functions given the increased use of computers and electronic filing, travel and database systems.

Vacancies created in the higher-graded GS-14 and GS-15 positions will provide opportunities for filling positions at lower grade levels with staff that possess stronger collaboration, technological and community outreach skills.

Vacancies created in the public affairs area will provide opportunities to hire staff at lower grade levels with social media, crisis communications, web design and management, and video engineering and security skills.

Vacancies created in the Office of Policy will provide opportunities to hire economists with expertise in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes as well as staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment and individuals who are skilled in application of community-based approaches to environmental protection.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See Attachments 1 and 2. The reshaping and restructuring changes will not require elimination of any AO offices. Organizational units will remain the same. However, adjustments to FTE ceilings across the offices are needed to meet the FY 2015 FTE targets.

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

AO will make early-out and buy-out offers simultaneously to all eligible employees during the same offer period, requiring the same separation date. In offering VERA and VSIP simultaneously, EPA expects greater employee interest and that a higher number of employees will request the incentives. This will maximize the effectiveness of the separation incentives and provide AO with additional opportunities to reshape its workforce to meet its future organizational needs.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

Reshaping will begin after May 1, 2014.

11. Provide the total number of permanent employees in the agency or covered component(s).

There are 407 employees in the Office of the Administrator.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

We expect to process at least 250 personnel actions (voluntary separations, reassignments, details, reclassifications, and internal/external recruitments to implement the reshaping of our workforce, restructure the grade levels of our workforce and reduce the overall number of positions in AO to meet FY 2015 staff levels.

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

A total of 99 employees in the Office of the Administrator are eligible for VERA. Within the targeted positions, 82 of the incumbents are eligible for VERA.

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

We estimate 10 employees will take early retirement under this proposal.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The types of actions the Office of the Administrator would need to take to reshape its workforce include:

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- Directed reassignments
- Details
- Voluntary separations
- Abolish and/or reclassify positions
- Internal and limited external recruitment

While the above would occur without VERA and VSIP authority, AO would not be able to meet FY 2015 staff levels nor accomplish its restructuring/reshaping goals to meet its mission-critical needs outlined in this request without this authority.

Attachments

Attachment 1 – Current Organization Chart

Attachment 2 – New Organization Chart

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs to be
Offered to Targeted Positions by Office and Series**

Message

From: Allen, Reginald [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=799C3B0558E14130B17C66B2533548BA-ALLEN, REGI]
Sent: 10/28/2017 11:38:40 PM
To: Fraser, Scott [Fraser.Scott@epa.gov]; Lesperance, Twanna [Lesperance.Twanna@epa.gov]; McCluney, Lance [McCluney.Lance@epa.gov]
CC: Smoot, Nicole [Smoot.Nicole@epa.gov]; Benton, Michael [benton.michael@epa.gov]
Subject: RE: Revised briefing for DCoS
Attachments: OAES and IO Overview for incoming Deputy Chief of Staff draft v3.pptx; OAES Vision Mission Values Goals.docx

Team

Did some work on these – more needed, must finalize by 4pm Monday – blocked 3-4 Monday to do final review.

Please work early Monday.

Thanks
Reggie

Reginald E. Allen
Acting Deputy Chief of Staff
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell: Ex. 6 - Personal Privacy

From: Fraser, Scott
Sent: Friday, October 27, 2017 6:49 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Lesperance, Twanna <Lesperance.Twanna@epa.gov>; McCluney, Lance <McCluney.Lance@epa.gov>
Cc: Smoot, Nicole <Smoot.Nicole@epa.gov>; Benton, Michael <benton.michael@epa.gov>
Subject: Revised briefing for DCoS

Team,

Please see attached draft slide deck that covers the edits and placeholders discussed, including the pie charts below.

I've also included a one-pager of the Vision, Mission, Values, Goals info previously covered in the slides.

Wishing you a relaxing weekend!

Scott W. Fraser

Deputy Director, Office of Public Engagement

On detail to Office of Administrative and Executive Services
Office of the Administrator | U.S. Environmental Protection Agency | Tel 202-566-2126 |
fraser.scott@epa.gov

EPA employees, please check out [Talent Hub](#), watch the [video](#), and update your profile in [My Stuff](#).

From: Lesperance, Twanna

Sent: Friday, October 27, 2017 5:54 PM

To: McCluney, Lance <McCluney.Lance@epa.gov>

Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Fraser, Scott <Fraser.Scott@epa.gov>; Smoot, Nicole <Smoot.Nicole@epa.gov>

Subject: Request for PIE Charts

Hello Lance,

If time permits, Reggie wants to add the following Pie Charts to the presentation for Helena:

1. Break out of project codes for all of AO
2. Break out of budget allocations per spending categories for all of AO (*PC&B, Travel, Contracts, etc.*)
3. Break out of budget allocations per spending categories for IO only
4. Break out of actual spending for IO; (*if possible, show a comparison of FY 16 spending and FY 17 spending*)

Thanks,
Twanna

*Twanna Lesperance, Assistant Director, AMS, PMO
Office of Administrative and Executive Services
Office of the Administrator, EPA
202-564-0419 (Desk)
lesperance.twanna@epa.gov*

Message

From: Jones-Parra, Lisa [Jones-Parra.Lisa@epa.gov]
Sent: 7/5/2017 6:32:53 PM
To: Davis, Cathy [Davis.Cathy@epa.gov]; Braxton, Marilyn [Braxton.Marilyn@epa.gov]
CC: Taylor, Jeremy [Taylor.Jeremy@epa.gov]; Atkinson, Ryan [Atkinson.Ryan@epa.gov]
Subject: RE: VERA VSIP Follow-up Information

Thank you Cathy,

Do I understand correctly that

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Thanks

Lisa

Lisa Jones-Parra
Senior Advisor to the Acting Assistant Administrator forme
and Acting Chief Information Officer
Office of Environmental Information
U.S. Environmental Protection Agency
Desk: (202) 566-1157
Cell: Ex. 6 - Personal Privacy

From: Davis, Cathy
Sent: Wednesday, July 05, 2017 2:17 PM
To: Braxton, Marilyn <Braxton.Marilyn@epa.gov>; Jones-Parra, Lisa <Jones-Parra.Lisa@epa.gov>
Cc: Taylor, Jeremy <Taylor.Jeremy@epa.gov>; Atkinson, Ryan <Atkinson.Ryan@epa.gov>
Subject: FW: VERA VSIP Follow-up Information

Good afternoon Marilyn & Lisa.

I've just returned to the office from leave and wanted to respond to your questions about the VSIP.

Employees are entitled to receive the lesser of the two (25K or Severance Pay). If an employee's severance pay is less than 25K, we will notify the employee and inform them of the amount of their buy-out, when we send out their offer to separate with a VSIP notification.

The SSC's will perform a severance pay computation for every employee who applies for the VSIP.

Please note.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Please contact me if you have any other questions.

Thanks

Cathy Davis, Section Chief, Employee Services Branch, HRMD-RTP
U.S. EPA - Shared Service Center - RTP (MC-C-639-02)

109 T.W. Alexander Dr.
RTP, NC 27711
(919) 541-3533
(919) 541-2186 fax



From: Remmers, Janet
Sent: Monday, July 03, 2017 1:56 PM
To: Braxton, Marilyn <Braxton.Marilyn@epa.gov>
Cc: Davis, Cathy <Davis.Cathy@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>
Subject: RE: VERA VSIP Follow-up Information

I also talked to Juanita Standifer, the SBO in OEI, earlier today regarding the Budget Tables. She had some questions I answered.

Janet Remmers, Ph.D.
RPROS
Office of Budget/OCFO
Mail code: 2732A
office: 202-564-0548
aws: 301-593-7870

From: Hart, Debbi
Sent: Monday, July 03, 2017 1:51 PM
To: Braxton, Marilyn <Braxton.Marilyn@epa.gov>
Cc: Davis, Cathy <Davis.Cathy@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Remmers, Janet <Remmers.Janet@epa.gov>
Subject: RE: VERA VSIP Follow-up Information
Importance: High

Hello Marilyn—

To answer your questions—yes. This falls under the purview of the SSCs. It is the SSCs that determine eligibility and send offers to eligible employees. I'm copying Cathy who is the RTP V/V representative in case you have other questions. But while I have you... Janet Remmers is looking for OEI's updated budget tables. Can you please let me know status? Thank you and I wish you a lovely holiday! Debbi

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

From: Braxton, Marilyn
Sent: Monday, July 03, 2017 8:23 AM
To: Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>
Subject: Re: VERA VSIP Follow-up Information

Good morning,

Would you be able to clarify a few things for me? First, will people be offered different amounts of the VISIP dependent on years of service and other factors? Also, how will they be notified of the amount they will be offered? (Let me know if this is more of a SSC question.)

Sent from my iPhone

On Jun 30, 2017, at 4:10 PM, Jones-Parra, Lisa <Jones-Parra.Lisa@epa.gov> wrote:

Hi Marilyn,

You may recall that at the last Acting AA Update, during a question about the payout amount of \$25K Steve mentioned that we would pay the maximum amount of \$25K (or something to that effect). Steve found out recently that it actually depends on years of service and maybe other factors. We looked into it further (using the link below) and found the following information: "Under VSIP, agencies may pay up to \$25,000, or an amount equal to the amount of severance pay an employee would be entitled to receive, whichever less." So this is not particularly helpful because employees do not know what this means to them. So we are wondering if there is guidance out there that describe how the amount is calculated more clearly. Also, Steve would like to know if you know whether the letters that the employees will get will specify the amount that they are being offered (which may be different for each employee).

Steve is wondering if we should send a follow up note to employees assuming we can find some clarification. This is particularly important given that he may have misspoken at the meeting and the letters may be going out very soon.

Thanks

Lisa

Lisa Jones-Parra
Senior Advisor to the Acting Assistant Administrator
and Acting Chief Information Officer
Office of Environmental Information
U.S. Environmental Protection Agency
Desk: (202) 566-1157
Cell: (202) 384-2588

From: Braxton, Marilyn
Sent: Thursday, June 22, 2017 12:39 PM
To: OEI-All <OEI-ALL@epa.gov>
Subject: VERA VSIP Follow-up Information

Good afternoon,

Thank you for your questions about VERA VSIP during this morning's Updated Meeting. If you have any questions about the VERA/VSIP process or want to see the list of retirement trainings that are available, I encourage you to visit the VERA/VSIP intranet site at <http://intranet.epa.gov/policy/buyouts/index.htm> or contact the HR Shared Service Center.

This website includes information that may help answer some of the questions asked this morning, specifically:

- VERA eligible employees are those who are at least age 50 with at least 20 years creditable Federal service, OR any age with at least 25 years creditable Federal service.
- An employee who receives a VSIP (i.e. buy out) and later accepts employment for compensation with the Government of the United States within 5 years of the date of the separation on which the VSIP is based, including work under a personal services contract or other direct contract, must repay the entire amount of the VSIP to the agency that paid it—before the individual's first day of reemployment.
- The process for withdrawing applications has not yet been defined by the Agency as of yet. Most of the details concerning the VERA/VSIP process, including the deadline to withdraw an application, will be in the letters that will be sent out.

Regards!

Marilyn A. Braxton

202-564-8192

Ex. 6 - Personal Privacy (mobile)

Website: [OEI's HR Corner](#)

From: MassMailer

Sent: Tuesday, June 20, 2017 2:13 PM

To: Mass Mailer <Mass_Mailer@epa.gov>

Subject: Update on VERA/VSIP Opportunities

<image001.jpg>

Dear Colleagues,

On June 1, 2017, I announced that the agency had begun a workforce reshaping effort in which headquarters and regional offices were reviewing their current organizations and analyzing where they can achieve efficiencies. On June 16, 2017, the agency submitted its draft request to the Office of Personnel Management and the Office of Management and Budget to use VERA (also known as early-out) and VSIP (also known as buy-out) where it makes sense and where it is aligned with these efficiencies.

Our agency-wide business case for VERA/VISIP reflects multiple factors, including increasing the staff to supervisor ratio; consolidating and streamlining functions; restructuring or reducing highly graded supervisory and non-supervisory positions; and focusing on core business functions, programmatic and STEM (science, technology, engineering and mathematics) priorities.

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with employees information on the grades, occupational series, and geographic locations within their organization that are included in the VERA and VSIP request. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by early September. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we will be working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this together.

Mike Flynn
Acting Deputy Administrator